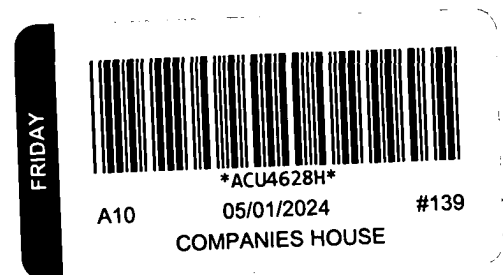


**THE TAPSCOTT LEARNING TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**



**THE TAPSCOTT LEARNING TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

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**THE TAPSCOTT LEARNING TRUST  
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**REFERENCE AND ADMINISTRATIVE DETAILS**

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<b>Members</b>	J Laguda R Makwana S A Ahmed (Appointed 1 September 2022) C Brown (Resigned 7 September 2023) D Higgins J Withnall (Appointed 26 September 2023)
<b>Trustees</b>	M Cameron-Ratchford, Chair (Resigned as Chair 31 August 2023) P Harris, Accounting Officer J Robertin K Shurety G Spentzos M Bhatti P Jeffers, (Appointed as Chair from 31/08/2023) L Webber M Edwards (Resigned 4 September 2023) J Moon (Appointed 31 October 2022) M Ahmed (Appointed 17 October 2023)
<b>Company registered number</b>	10679504
<b>Company name</b>	The Tapscott Learning Trust
<b>Principal and registered office</b>	c/o Curwen Primary School Atlas Road London E13 0AG
<b>Company secretary</b>	K Shirt
<b>Chief executive officer</b>	P Harris
<b>Senior management team</b>	P Harris, Chief Executive Officer D Mansfield, Director of Training Hub B Levinson, Head of Safeguarding, Standards & Wellbeing A Helm, Head of Professional Development & Training (resigned 31 December 2022) S Lawrenson, Head of Organisational Change and Partnership Development I Mansuria, Chief Finance Officer S Rahman, Operations Manager K Shirt, Company Secretary and Head of Governance J Howard, Human Resource Manager (resigned 31 July 2023)
<b>Independent auditors</b>	Bishop Fleming LLP Chartered Accountants Statutory Auditors Salt Quay House 4 North East Quay Sutton Harbour Plymouth PL4 0BN

**THE TAPSCOTT LEARNING TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**Bankers**

Lloyds Bank  
Threadneedle Street  
London  
EC2R 8AU

**Solicitors**

Browne Jacobson LLP  
15th Floor  
6 Bevis Marks  
London  
EC3A 7BA

**THE TAPSCOTT LEARNING TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**TRUSTEES REPORT**

The Trustees present their annual report together with the financial statements and auditors' report of the Charitable Company for the year ended 31 August 2023. The annual report serves the purpose of both a Trustees' report, and a Directors' report under company law.

The Trust operates four primary academies for pupils aged 3 to 11 with a combined pupil capacity of 2,532 and a combined roll of 2,145 in the school census in May 2023. All academies are situated in the London Borough of Newham.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Constitution**

The Tapscott Learning Trust was incorporated on 20<sup>th</sup> March 2017 and opened as a Multi Academy Trust on 1<sup>st</sup> September 2017. It is a company limited by guarantee and an exempt charity and the Charitable Company's Memorandum and Articles of Association are the primary governing documents of the Academy Trust. The Trustees of The Tapscott Learning Trust are also the directors of the Charitable Company for the purposes of company law. The Charitable Company operates as The Tapscott Learning Trust.

The Tapscott Learning Trust operates the following academies:

**Academies Operated**

<b>Location</b>	<b>Executive Head/Head Teachers/Head of School</b>
Curwen Primary School, Plaistow	Mr. P. Harris (EHT) & Mrs. K. Mansfield (HoS)
Kensington Primary School, Manor Park	Mr. B. Levinson (EHT) & Mr. P. Leeks (HoS)
North Beckton Primary School, Beckton	Ms. A. Helm to 31st December 2022 (HT) Ms. S. Lawrenson from 1st January 2023 (EHT)
Ranelagh Primary School, Stratford	Ms. S. Lawrenson (EHT) & Ms. L. Welburn (HoS)

Details of the Trustees who served throughout the year and to the date the accounts are approved are included in the Reference and Administration Details.

**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 Trustee, 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 they cease to be a Member.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Trustees' Indemnities**

Trustees benefit from indemnity insurance purchased at the Academy Trust's expense 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, provided that any such insurance shall not extend to any claim arising from any act or omission which the Trustees knew to be a breach of trust or breach of duty or which was committed by the Trustees in reckless disregard to whether it was a breach of trust or breach of duty or not and provided also that any such insurance shall not extend to the costs of any unsuccessful defence to a criminal prosecution brought against the Trustees in their capacity as Directors of the Academy Trust. The limit of this indemnity is Unlimited and provided by the Trust's membership to the DfE's Risk Protection Arrangement (RPA).

**THE TAPSCOTT LEARNING TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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In accordance with normal commercial practice the Academy Trust has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy Trust business. The insurance provides unlimited cover on any one claim.

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

During the 2022-23 academic year, the Academy Trust's Board of Trustees consisted of the CEO and nine other Trustees. The Trust's Articles of Association and funding agreement set out that the Trust shall have the following Trustees: that the number of Trustees shall be not less than three and not subject to a maximum. Amongst Trustees on the Board during 2022-23, one Trustee was also a parent of a pupil within the Trust and each Academy within the Trust had two elected parent governor positions on the Local Advisory Boards. During 2022-23 one new Trustee was appointed and inducted into the Trust.

**Policies and Procedures adopted for the Induction and Training of Trustees**

Trustees are appointed for a term of 4 years. Subject to remaining eligible, any Trustee may be re-appointed or re-elected. Members may appoint up to six Trustees and the Trustees may appoint co-opted Trustees. The Chief Executive Officer shall be a Trustee for as long as they remain in office. Aside from the Chief Executive Officer, no other Trustees is an employee of the Trust. Trustees are recruited to meet the needs of the Trust in order to support its continued development and growth. Where a skills gap is identified, or an appropriately experienced candidate for the Board is identified, the interview and appointment of further Trustees is a matter reserved for the Board, subject to the provisions of the Trust's articles. Induction training is provided, and this covers safeguarding, finance and education matters.

The training and induction provided for new Trustees will depend upon their existing experience but includes tours of the Academy Trust's schools and a chance to meet staff and pupils. Throughout the year, Board Meetings are held at each school and include a tour, a meeting with the Head Teacher and meetings with staff and pupils.

All Trustees are provided with copies of policies, procedures, minutes, budgets, plans and other documents that they will need to understand their role as Trustees including The Academy Handbook and KCSIE. Induction is informal and tailored to the specific needs of the individual. Trustees discuss any training needs at board meetings, and this year Trustees have received training on a range of subjects including Education, Finance, Safeguarding and Religion, Sex and Health Education.

**Organisational Structure**

The Board of Trustees meets six times annually. The Board establishes an overall framework for the governance of the Academy Trust and determines Trusteeship, terms of reference and procedures of Committees and other groups. It receives reports including policies from its Committees for ratification. It monitors the activities of the Committees through the minutes of their meetings. The Board may from time to time establish Working Groups to perform specific tasks over a limited timescale.

**Sub-Committees**

- **Finance, Operations and Resources Committee** - which meets at least three times a year and is responsible for monitoring, evaluating and reviewing policy and performance in relation to financial management.
- **Audit and Risk Committee** – which meets three times a year and is responsible for compliance with reporting and regulatory requirements and reporting, receiving reports from the Responsible Officer/internal audit and drafting the annual budget including setting staffing levels.
- **Safeguarding, Standards and Curriculum Committee** - which meets three times a year to monitor, evaluate and review policy, practice and performance in relation to safeguarding, standards, curriculum planning, target setting and assessment, examinations and all pastoral issues.

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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The following decisions are reserved to the Board of Trustees: to consider any proposals for changes to the status or constitution of the Academy Trust and its committee structure, to appoint or remove the Chairman and/or Vice Chairman, to appoint the Headteacher and Clerk to the Trustees, to approve the Annual Development Plan and budget.

The Trustees are responsible for setting general policy, adopting an annual plan and budget, approving the statutory accounts, monitoring the Academy Trust by the use of budgets and other data, and making major decisions about the direction of the Academy Trust, capital expenditure and staff appointments.

The Trustees have devolved responsibility for the day to day management of the Trust to the CEO and the Senior Leadership and Operations Teams. The Trust has devolved responsibility for day to day management of each of the schools to the Headteacher and Senior Management Team (SMT). The SMT comprises the Headteacher, Deputy Headteacher, Heads of Departments and the Business Manager. The SMT implements the policies laid down by the Trustees and reports back to them on performance. Each school has a leadership structure which consists of the Senior Leadership Team and Team Leaders. The aim of the leadership structure is to devolve responsibility and encourage involvement in decision making at all levels.

The Board of Trustees has established a management structure to enable its efficient running. The structure consists of three levels; the Members, Trustees and the executive group who are made up of the CEO and the Senior Leadership and Operations Teams. The Board of Trustees has considered its role thoughtfully and decided that the role of the Trustees is to approve the strategic direction and objectives of the academies and monitor their progress towards these objectives. The Board of Trustees has delegated authority to the CEO and the Senior Management Team to make executive decisions over the day to day running of the Trust, in accordance with its published Scheme of Delegation.

Trustees are responsible for ensuring clarity of vision, the ethos and strategic direction of the Trust, holding executive leaders to account for the educational performance and overseeing the financial performance of the Trust, ensuring that money there is value for money. The Board of Trustees has approved terms of reference for three committees: Finance, Operations & Resource, Audit & Risk and Safeguarding, Standards & Curriculum

At school level, the Local Advisory Boards are responsible to the Trustees to ensure that their school is operating within the Trust's Mission, Vision and Aims and the within the policies of the Trust to achieve the strategic priorities and assure the educational and financial performance of the schools. The terms of reference for the Local Advisory Boards are reviewed annually. The structure of each Local Advisory Board consists of the Head Teacher, 2 elected Parent Governors, 1 elected Staff Governor, 3 Co-opted Governors and 2 Board Appointed Governors. To ensure that Trustees have the opportunity to consult, inform and involve Local Advisory Boards, representatives from the Local Advisory Boards are invited to join the Trust's three sub-committee: Finance, Operations & Resource, Safeguarding, Standards & Curriculum and Audit & Risk. A member of the Trust's senior leadership team attends each of the Local Advisory Board's meetings and the Chair and Vice Chair of Trustees regularly attends meetings of the Local Advisory Boards.

The Trust has an established and elected Pupil Parliament, which is an advisory board.

The Chief Executive Officer is the Accounting Officer.

**Arrangements for setting pay and remuneration of key management personnel**

With the exception of the CEO, all Trustees give their time freely and no Trustee received remuneration in the year.

The Trust's senior operations team is made up of the Chief Executive Officer, the Director of the Training Hub, the Lead Operations Officer, the Chief Finance Officer, the HR Manager and the Company Secretary/Head of Governance. The roles and pay grading of the Chief Finance Officer, Lead Operations

**THE TAPSCOTT LEARNING TRUST  
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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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Officer and HR Manager are evaluated using the Great London Provincial Council's job evaluation scheme and the role of the Company Secretary/Head of Governance is evaluated using the Hays grading system. Any central teaching staff including Head Teachers, Head of Schools and the Director of the Training Hub are paid as per the School Teachers' Pay & Conditions document and the agreed pay policy. All staff are subject to annual appraisal.

The pay of key management personnel is reviewed annually and normally increased in accordance with average earnings.

The Trustees benchmark against pay levels in other Academies of a similar size. The benchmark is the midpoint of the range paid for similar roles.

**Chief Executive Officer (CEO)**

The salary and job description of the CEO is determined annually by a committee of Trustees. The Chief Executive's salary is based upon the following elements:

- The national formula for Head Teachers, agreed with the Standard Teachers Pay and Conditions
- An element recognising the role as an Executive Head Teacher within the Trust.
- An element recognising the additional responsibilities identified in the CEO job description as Head of School Improvement including a National Leader of Education, who during the year 2022/23 also supported Rebecca Cheetham Nursery and Children's Centre in the role of Advisory Executive Head Teacher at Rebecca Cheetham Nursery and Children's Centre and also supported other schools in the East of England, in other London Boroughs and within the London Borough of Newham in the DFE's Tailored Support Programme.

The role includes the role of Executive Head Teacher and Head of School Improvement, and requires the individual to be a strategic leader who develops and articulates the Trust's vision and ethos, and who inspires and empowers others to share in achieving these to ensure that standards in education are raised. The CEO is accountable and takes responsibility for the performance of all of the schools within the Trust and is committed to creating the best opportunities for all students to fulfil their potential. The role of the CEO will encompass:

- Chief Accounting Officer
- Education and Curriculum
- Strategic and Business Leadership
- Education and Trust Development
- Education quality, systems and management
- Innovation and creativity

The Trust has a transparent and clear accountability system for the pay structure of its Chief Executive Officer, and this is approved by Trustees and clearly documented in the Board meeting minutes. The Pay Policy and Finance Policy are reviewed and updated annually.

Funding allocated for trade union facility time is delegated across the London Borough of Newham (LBN), each year, to all maintained schools and non-maintained schools. The Trust pays a premium, per pupil to 'buy in' a pooled service. This premium pays for the Public and Union Duty Scheme facilitated by LBN to cover salary reimbursements for staff who are engaged in providing union and / or public duties and employed in a London Borough of Newham School. There were no relevant union officials for the year/period ended 31 August 2023.



**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**Trade Union Facility Time**

Funding allocated for trade union facility time is delegated across the London Borough of Newham (LBN); each year, to all maintained schools and non-maintained schools. This premium pays for the Public and Union Duty Scheme facilitated by LBN to cover salary reimbursements for staff who are engaged in providing union and / or public duties and employed in a London Borough of Newham School. There were no relevant union officials for the year/period ended 31 August 2023.

**Related Parties and other Connected Charities and Organisations**

There are no related parties which either control or significantly influence the decisions and operations of The Tapscott Learning Trust. There are no sponsors or formal Parent Teacher Associations associated with each of our schools.

**Engagement with employees (including disabled persons)**

The Trust engages with their employees through many means and methods, including:

- Consulting with employees on key matters, including engaging the relevant union officials via the Joint Consultative Committee.
- Have a staff representative on each Local Advisory Board
- Regular updates to all staff and Trustees, via termly updates and newsletters, including covering both financial and non-financial performance
- Memos sent to all staff when there are changes in legislation
- The Trust's policies are inclusive for all staff, with special consideration given to those staff with disabilities and any adjustments/training that need to be put in place in order for them to carry out their role.
- The training, career development and promotion of disabled staff members are in line with all staff policies with consideration given for any adjustments that can be made.

**Engagement with suppliers, customers and others in a business relationship with the Trust**

The Trust interacts regularly and professionally with all our suppliers. The Trust pays its suppliers within 14 days as under the Better Payment Practise code; and reports are published as required. The Trust manages its larger contracts by reviewing service against Key Performance indicators at contract review meetings on a regular basis.

The Trust recognises that our relationships with partners and suppliers are key to our effectiveness and actively seeks to engage in service reviews with all key suppliers. These reviews are focussed on a two way relationship with the Trust based with an aim of helping one another to achieve an optimum service as efficiently as possible and according to the best value for money. The Trust appreciates that reliable cash flow is very important to suppliers and therefore aims to settle its purchase invoices on a timely basis.

**OBJECTIVES AND ACTIVITIES**

**Objects and Aims**

The schools within the Trust work in partnership, and this ethos continues to be embedded in our vision of working as a collective while keeping the unique characteristics and adaptations needed to allow the schools to meet the needs of their local and wider communities.

The Trust also works in partnership with other settings such as Rebecca Cheetham Nursery & Children's Centre and, through our school improvement support work, with other settings across the region.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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Criteria used to confirm whether the Trust has met its targets include reviewing the turnover of staff numbers, monitoring any complaints, Ofsted outcomes and also the effectiveness of returns. The Trust reviews internal data and quality assurance and also evaluations of training provided by the Training Hub. Governance is quality assured using evaluations of training, annual reviews of governance, questionnaires and feedback forms.

Our mission is to ensure delivery of the best quality education, learning and development of basic skills; knowledge and understanding that ensures all our pupils receive the best start in life and are successful in moving through their education; leaving them well prepared for their futures.

Our vision is for all pupils within the Trust to have the right to an outstanding education irrespective of social, economic or demographic factors.

**Aims**

- That our pupils will always be the cornerstone of our Trust and have an effective voice
- To ensure that Safeguarding is non-negotiable and consistently applied in all schools
- That all schools will promote equality and inclusivity for all
- To form a platform for other schools with similar visions and ethos to join us for the mutual improvement of outcomes for all pupils. To support other schools in reaching these, working collaboratively, and leading in best practice.
- To ensure that our schools offer a broad and balanced curriculum encompassing the arts and sport; as well as offering a vast array of experiences that will allow our pupils to access opportunities that may not always be available to them.
- To be a beacon employer for teaching professionals at all stages of their career, and to ensure that the Trust's Training Hub will be at the forefront for training our staff.
- To provide a consistent experience of high expectations.
- To ensure that the Trust is wholly self-sufficient and operationally secure: with clear community-led focus; retaining local accessibility and transparency.
- To ensure effective governance at all levels offering excellent challenge and strategic support.

**Objectives, Strategies and Activities**

The Trust has continued to achieve its financial targets by ensuring the funding provided is spent in line with the stated and agreed objectives which is predominantly to provide good education to its pupils.

The majority of the Trust schools are rated good or more and the Trust strives to continue to improve the education and provision to its pupils.

Our key strategic priorities for the year were agreed by Trustees in the Summer of 2022 and consisted of the following objectives:-

- Restructuring of central roles, systems and procedures for financial and operational running to ensure effective running of the organisation and are fully compliant
- To have implemented a joint technology plan focusing on infrastructure, opportunity and accessibility for all
- All children are learning in successful or rapidly improving schools
- Safeguarding risks are minimised, and support is maximised for children in our settings
- To continue to provide support to schools and educational settings outside of our Trust
- To form a platform for other schools with similar visions and ethos to join us for the mutual benefit of improvement of outcomes for all pupils
- To ensure effective governance at all levels to offer excellent challenges and strategic support ensuring best outcomes for children.
- To ensure that the Trust continues to be compliant both with external agencies and internally ensuring policies are up to date
- Continue to develop the Trust's media presence

**THE TAPSCOTT LEARNING TRUST  
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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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Trustees regularly reviewed the agreed key priorities throughout the year.

This was our sixth year of operation and much of our development has centred on the continued provision of central services, mainly in Health & Safety, finance, HR, school development improvement and support, governance and compliance and also the Training and Sports Hubs. We continue to review the effectiveness of our operations through a consultative approach looking at trust wide activities which will feed into our development work in the coming year, reviewing structures and systems in the organisation. This also formed part of the work in reviewing our current five year plan which was agreed by Trustees in the summer of 2022.

In 2022/23 The Trust outsourced some arrangements for HR and payroll, core compliance, Health & Safety management, ICT support and MIS systems and some quality assurance work regarding standards and school development. During the period, the Trust also employed a number of staff at school level who performed other central Trust roles including a Finance & Census Lead and a Payroll Officer.

Also in 2022/23, The Trust completed much work on its Equality, Diversity and Inclusion plan and this included a working party to consider this area as well as the commissioning of an external survey of all staff members, governors/Trustees and parents so that we could fully consider next steps. The outcome of this survey culminated in a newly reviewed equality information and objectives statement which was agreed by the Trust Board. This work will continue into the next academic year with a new link EDI Trustee being appointed.

The Trust has also aligned the work of key teams to ensure that we are developing more aligned and effective systems, including reporting processes and developing our central role of partnership. The following working groups are focused on key areas to ensure alignment. The groups are made up of the four Trust schools but also include membership from other schools that we are currently either supporting or work in partnership with. The following groups have met and developed these areas of the central Trust work for the year ended 31 August 2023:

<b>Working Group/ Networks</b>	<b>Areas Developed across the Trust</b>
<b>Finance and Group</b> - led by the Lead Finance Officer and includes all School Business Managers and finance staff	<ul style="list-style-type: none"><li>• Implementing and developing a new finance system</li><li>• Developing response and actions in line with audit recommendations and best practice</li><li>• Joint finance policy and systems</li><li>• Implementation of procedures and systems for financial areas of work</li><li>• Census reporting</li></ul>
<b>The SEND Group</b> - led by the SENO and includes all Special Educational Needs Co-Ordinators (SENCOs)	<ul style="list-style-type: none"><li>• Reviewing and agreeing the Trust's Equality Policy, the Special Educational Needs and Disability Policy and School SEN information report including the school offer</li><li>• Developing and agreeing a new cloud-based system for creating effective plans and provision mapping</li><li>• Moderation of plans and provisions, identification of training needs</li><li>• Planning and strategic development for SEND across schools in the trust</li></ul>

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

<b>Policy Management Group -</b> Led by the Head of Governance, HR Manager and Lead Operations Manager	<ul style="list-style-type: none"> <li>• Combine Trust-wide list of policies</li> <li>• Aligned compliance calendar for governance and policy</li> <li>• Joint model GDPR policy and procedures across the Trust</li> <li>• Aligned Risk Management policy at Trust and school level</li> <li>• Aligned Business Continuity Plans</li> </ul>
<b>Attendance Network -</b> led by the CEO and includes all leads responsible for attendance, absence and admissions	<ul style="list-style-type: none"> <li>• Agreed reporting to the Trust</li> <li>• Ensure academies continue to follow the borough's admission policy</li> <li>• Dealing with pupils with CME</li> <li>• Improving attendance and Persistent Attendance at schools</li> </ul>
<b>Head Teachers/School Development Network</b> CEO, all Head Teachers and Head of schools, including partner schools and school supported.	<ul style="list-style-type: none"> <li>• Joint agreed Head Teacher reporting systems</li> <li>• Planning and strategic development for joint work across schools in the Trust</li> <li>• Identification and development of offer of the Training Hub</li> <li>• Joint working projects</li> <li>• Staff Development and Wellbeing</li> <li>• Compliance with the Standards and &amp; Testing Agency (STA) and Department of Education</li> </ul>
<b>ICT Strategy and Development -</b> Led by Executive Head Teacher for ICT development, Lead curriculum development and technicians.	<ul style="list-style-type: none"> <li>• Joint systems for reporting ICT issues</li> <li>• Auditing effectiveness of ICT infrastructure</li> <li>• Development of cloud-based systems for education and Trust use.</li> </ul>
<b>Safeguarding -</b> Led by the Trust's DSL and all DSL officers from each of the schools	<ul style="list-style-type: none"> <li>• Joint Safeguarding model policy</li> <li>• Supervision for staff</li> <li>• Aligned reporting for LAB and Trustee members for Safeguarding</li> <li>• Ensuring all compliance documents are completed.</li> <li>• New cloud-based systems in use at all schools for reporting and tracking concerns</li> </ul>
<b>Assessment Group-</b> Led by Executive Head Teacher for assessment	<ul style="list-style-type: none"> <li>• Aligned reporting and summative testing arrangements.</li> <li>• Management across Trust and School development work for moderation.</li> <li>• Compliance with STA and DfE</li> </ul>
<b>Early Years Group</b>	<ul style="list-style-type: none"> <li>• Joint moderation</li> <li>• Shared effective practice</li> <li>• Procedures and developments for improving EYFS provision internally and externally</li> </ul>
<b>Pupil Parliament</b> Led by members of each school's Student Council and supported by key Pupil Voice staff	<ul style="list-style-type: none"> <li>• Identified key themes and joint working between the schools</li> <li>• Identified and improved provision for resilience through supplying books to each school through a joint budget.</li> <li>• Reporting to Trustees and School Councils to LABs to identify areas of development</li> </ul>

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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

<b>Site Management Group – led by the Lead Operations Manager</b>	<ul style="list-style-type: none"><li>• Reviewing and establishing Trust-wide premises management in line with Health and Safety</li></ul>
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**Public Benefit**

The Trustees confirm that they have complied with the duty in Section 17(5) of the Charities Act 2011 to have due regard to the Charity Commissioner's general guidance on public benefit in exercising their powers or duties. They have referred to this guidance when reviewing the Academy Trust's aims and objectives and in planning its future activities.

**STRATEGIC REPORT**

**ACHIEVEMENTS AND PERFORMANCE**

**Awards and Achievements**

In terms of awards, 2022/23 has been another very successful year for the Trust.

**Curwen Primary** - Inclusive Quality Mark Flagship Status (Retained), RE Gold Award (for the fourth time and the only primary school in the country to have achieved this), EAL Silver Award, Green Flag Eco Schools Award, Healthy Schools Silver Award.

**Kensington Primary** - Inclusive Quality Mark Flagship Status (Retained), School Games Mark Gold (Retained), Healthy Schools Gold Award, First Language Friendly School in England.

**North Beckton Primary** - Ofsted Good Rating with Early Years rated Outstanding (Sept, 2023), School Games Mark Gold, Places of Worship Winners

**Ranelagh Primary** - Inclusive Quality Mark Flagship Status (Retained), Leading Parent Partnership Award, Street Tag (2nd Place), School Games Gold Award, Places of Worship Winners

**Building Works**

Since becoming a Trust in September 2017, there has been significant investment that has gone into our estates and buildings to improve the facilities for our staff and children. Some of these projects have been funded by the London Borough of Newham where projects were agreed prior to schools joining the Trust and others have been through the works the Trust has done to achieve CIF bids from the DfE after schools had joined the Trust. The schools in conjunction with the Trust have also spent money from their own budgets and by bidding into the TTLT reserves fund for smaller projects that continue to improve school environments. All of this has resulted in circa. £5.5m investment into our estates.

**Building projects over the last year included the following:**

**North Beckton Primary School** - Two large CIF projects took place at the school. The first was to complete the CIF roofing works and the second was the CIF electrical safety works. Both projects are now complete and have made a significant difference to the school.

**Kensington Primary School Early Years Playground** - Works were undertaken to take down the old play equipment which had become very dated and renew with brand new equipment for the children. We also had new wet pour soft flooring in two areas of the playground. This project was part funded by the school with the remainder coming from a huge fundraising attempt that included staff skydiving to raise funds, our Head Teacher, Mr Levinson running an ultra-marathon in the local park and various events by the PTA in conjunction with staff and the community to raise further funds. The total funds raised were approximately £16,000 with the remainder coming from the school.

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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Kensington caretaker's house refurbishment – Following the retirement of the school's residential caretaker, the house is now being refurbished to become offices and training/meeting rooms. The works commenced over the summer holidays and are continuing at pace.

Kensington SEND provision – The school received funding of £35k from LBN for the creation of SEND provision at the school. The school has spent the funding on a new sensory room and a new soft play room for the children with the school making a further room available as a dedicated SEND classroom.

Curwen Primary School - Outdoor SEND Classroom Curwen Primary School also received funding from LBN to improve the SEND provision. The school bought an outdoor timber SEND classroom for the children which was installed over the summer holidays.

The Trust continues to deliver on the commitment to transform and provide outstanding facilities for our children. Our determination is to ensure that every pupil is provided with a learning environment that is stimulating for them. Amongst our core values, it is vital especially at this time to ensure that our staff are also able to access facilities which meet their needs so that they are feeling safe and secure and that their wellbeing is being taken care of at all times.

The Trust has invested time and effort to secure grants and external funding sources to tackle issues that have gone a long way to ensuring that our schools are great environments for learning and equally good environments for our staff to feel happy and supported when they come to work.

**Equality, Diversity & Inclusion/SEN Officer**

The Trust has an appointed Special Needs Officer who leads on this area for all schools, supporting school SEND leads and staff, offering advice and liaising with local authorities to ensure funding is received where needed. During the Spring Term of 2023 the Trust outsourced the organising of a survey in order to ascertain its staff's experiences of equality, diversity and inclusion whilst working for TTLT. Following this survey, the Trust decided to appoint an Equality, Diversity and Inclusion Officer whose key objective this year was to review and publish our new Equality Objectives.

**The Training Hub**

As part of the agreed central role, TTLT has its own Training Hub which was created to deliver highly effective Professional Development for staff across the Trust and schools we are working with. The main focus of the Training Hub has been in the following areas:

- Supporting and developing the ECF programme
- Early career teacher and senior leadership Development
- Autism education training and now behaviour and de-escalation training
- Specialist subject development
- School improvement

Over the year, the Trust's Training Hub saw a number of CPD activities take place for staff working in our schools and those in other institutions. We continued with face to face sessions amongst many of our programmes but have also carried out a number of these as virtual options as well. During 2022/23 128 sessions were held, training 1183 people of which 35% were Internal members of our staff. Sessions included ECT, NPQLT, Learning Walks, EAL, Team Teach, Midas, FDLT, Mental First Aiders, Mentor Induction, AET, Gymnastics and Sports Leaders. The Training Hub has carried out training to vast numbers of staff across various programmes consisting both of external and internal participants.

The Training Hub is rightly proud of its achievements and reputation and believes that the Trust's mission statement is fully embedded into its work.

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**Results**

- +All year 1 ECTs have passed their first year's Induction.
- + 100% of observations of year 1 ECTs in the summer term met their step lab targets and ITTs reported them as 'good' lessons.
- +All year 2's have passed their second year's Induction.
- + 4/6 year 2 teachers have secured a subject leadership position for next year.
- +Year 1 mentors now confident in using Steplab and mentoring their ECTs using instructional coaching methods. Some of our mentors are now considering doing an NPQLTD next year.

**Sports Development**

It has been another incredibly busy year for the Trust's Sports Hub with 21 competitions/festivals held for approximately 1,600 pupils including two football festivals funded by English Schools Football Association. In the summer term, and following a recent partnership with Major League Baseball (MLB), 12 schools have received free equipment and 20 staff trained. Pupils had the opportunity to attend a baseball festival, watch the players train at the London Stadium and Ranelagh Primary School received a financial investment to upgrade their playground.

**Key Performance Indicators**

At the start of the year, Trustees agreed Key Performance Indicators and the outcomes were as follows:

- Retainment Rate for staff – 98% retention rate of staff from 2022 to 2023, 1.03% higher than last year, and and currently employs 370 people. The Trust further developed its consistency of approach regarding sickness and absence procedures
- Estates - central management systems were updated to ensure compliance and reduction in workload
- A Strategic three year estates plan was created to ensure effective use of financial resources
- A plan was implemented which delivered a 10% reduction in energy consumption
- Delegation of monthly reporting to key finance officers at school level to ensure a reduction in workload
- The Trust developed its media presence to all stakeholders
- Reviews of governance held for all Local Advisory Boards and the Trust Board with areas to be developed highlighted by all

The main financial performance indicator is the level of reserves held at the Balance Sheet date. The amount of carry forward target is to maintain operational reserves of 5-25% of the previous year's annual operating expenses. In the period under review £799,659 was carried forward representing 6.2% of GAG.

As funding is based on pupil numbers this is also a key performance indicator. Pupil numbers for 2023 were 2,145, a decrease since 2022. However, with declining populations in the area we anticipate that pupil numbers will continue to fall.

Another key financial performance indicator is staffing costs as a percentage of GAG. For 2023 this was 125.9%, compared to 131.6% in 2022.

**Going Concern**

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

**THE TAPSCOTT LEARNING TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**Promoting the success of the company**

The core purpose of the Trust is to progress for the public benefit education in the United Kingdom by developing, managing and improving the academies in their family of schools. The trust is the steward of significant amounts of public funding, has responsibility for over 4500 young people as well as over 850 staff members. Trustees are mindful of their obligations under section 172(1)(a) to (f) Companies Act 2006 to act in a way most likely to promote the success of the company and its charitable purposes. In doing so they have regard to:

- A commitment to its mission and values, evidenced through strategy and quality assurance programmes.
- A commitment to supporting all students, with a strong focus on safeguarding and supporting vulnerable families.
- A commitment to investing in staff through continuous professional networks and networking to identify best practice.
- The outcomes from Ofsted inspections.
- Financial sustainability, working together to ensure every penny achieves exceptional value for money.
- A commitment to fostering strong relationships with our communities, stakeholders, and community organisations.
- A commitment to improving the fabric of all Trust sites, focusing on sustainability, energy efficiency and inspiring learning environments.

**FINANCIAL REVIEW**

Most of the Academy Trust's income is obtained from the DfE via the ESFA in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the DfE during the year ended 31 August 2023 and the associated expenditure are shown as Restricted Funds in the Statement of Financial Activities.

The Academy Trust also receives grants for fixed assets from the DfE which are shown in the Statement of Financial Activities as restricted income in the Fixed Asset Fund. The Restricted Fixed Asset Fund balance is reduced by annual depreciation charges over the useful life of the assets concerned, as defined in the Academy Trust's accounting policies.

During the year ended 31 August 2023, the Academy Trust received total income of £19,749,536 and incurred total expenditure of £20,774,461. The excess of expenditure over income for the year was £1,024,925.

At 31 August 2023 the net book value of fixed assets was £29,398,077 and movements in tangible fixed assets are shown in note 15 to the financial statements. The assets were used exclusively for providing education and the associated support services to the pupils of the Academy Trust.

The Academy Trust has taken on the deficit in the Local Government Pension Scheme in respect of its non-teaching staff transferred on conversion. The deficit is incorporated within the Statement of Financial Activity with details in note 25 to the financial statements.

**Reserves Policy**

The Trustees review the reserve levels of the Academy Trust annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The Trustees take into consideration the future plans of the Academy Trust, the uncertainty over future income streams and other key risks identified during the risk review.



**THE TAPSCOTT LEARNING TRUST  
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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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The Trustees have determined that the appropriate level of free reserves should be 5-25% of the previous year's annual operating expenses. The reason for this is to provide sufficient working capital to cover delays between spending and receipt of grants and to provide a cushion to deal with unexpected emergencies such as urgent maintenance. Total reserves of the Academy Trust amount to £30,669,068 (excluding the defined benefit pension liability), although £29,869,409 of this is invested in fixed assets or represents non-GAG restricted funds. The remaining £799,599 (representing £565,889 unrestricted funds and £233,770 unspent GAG) is the balance that the Trustees monitor in accordance with the Board's reserves policy.

The defined benefit pension scheme reserve has a negative balance. The effect of the deficit position of the pension scheme is that the Academy Trust is paying higher employers' pension contributions over a period of years. The higher employers' pension contributions will be met from the Academy Trust's budgeted annual income. Whilst the deficit will not be immediately eliminated, there should be no actual cash flow deficit on the fund, nor any direct impact on the free reserves of the Academy Trust.

**Investment Policy**

Trustees are committed to ensuring that all funds under their control are managed in such a way as to maximise return whilst minimising risk. Any cash not required for operating expenses is placed on deposit at the most favourable rate available from providers covered by the Financial Services Compensation Scheme. Day to day management of the surplus funds is delegated to the Headteacher and CFO within strict guidelines approved by the Board of Trustees.

**PRINCIPAL RISKS AND UNCERTAINTIES**

The Trustees examine the financial health formally every term. They review performance against budgets and overall expenditure by means of regular update reports at all Board and Finance Committee meetings. The Trustees also regularly review cash flow forecasts and ensure sufficient funds are held to cover all known and anticipated commitments.

At the year end, the Academy Trust had no significant liabilities arising from trade creditors or debtors that would have a significant effect on liquidity.

The Board of Trustees through its sub committees regularly reviews estates management which forms part of the Trust's risk register. The risk register including the conditions of the estates and its management of minimising risk is scrutinised and then reported back to The Board of Trustees.

The Board of Trustees recognises that the defined benefit pension scheme deficit (Local Government Pension Scheme), which is set out in note 25 to the financial statements, represents a significant potential liability. However, as the Trustees consider that the Academy is able to meet its known annual contribution commitments for the foreseeable future, this risk from this liability is minimised.

**FUNDRAISING**

During the year each school organises its own fundraising events for both local and national charities and also to aid in school funds:

**Curwen Primary** - Scholastic Book Fair £851.23, Poppy Appeal £509.07, Winter Fair £702.10, Easter Raffle £465.58, Jeans for Genes £496.12, Children in Need 393.56, Ambition Aspire Achieve Christmas Jumper £264.97, Comic Relief Red Nose Day £233.60, Turkey-Syria Earthquake £1,700.65, Monkey World £374.26, Summer Fair £2,103.21 as well as goods donated for the Harvest Appeal.

**Kensington Primary** – Children in Need, £630, Red Nose Day, £530, Children in Need £630 and various fundraising activities to develop the school playground £15,845.

**Ranelagh Primary** – Macmillan £49.34, Children in Need £82, Turkey-Syria Earthquake £180, Autism Cake Sale £419.70, Monkey World £70 and Comic Relief Red Nose Day £123.79

**THE TAPSCOTT LEARNING TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

North Beckton Primary – Children in Need £337.13, Monkey World 315.02, Turkey-Syria Earthquake £100 and Comic Relief Red Nose Day £219.46

**STREAMLINED ENERGY AND CARBON REPORTING**

UK Greenhouse gas emissions and energy use data for the period	1 September 2022 to 31 August 2023	1 September 2021 to 31 August 2022
Energy consumption used to calculate emissions (kWh)		
Energy consumption breakdown (kWh) (optional)		
• gas,	1,392,492	1,809,606
• electricity,	598,858	715,986
• transport fuel	2877	2,533
<u>Scope 1 emissions in metric tonnes CO2e</u>		
Gas consumption	254.2	329.69
Owned transport – minibuses - Diesel	0.758	1.62
<u>Total scope 1</u>	254.96	331.31
<u>Scope 2 emissions in metric tonnes CO2e</u>		
Purchased electricity	122.74	136.90
<u>Scope 3 emissions in metric tonnes CO2e</u>		
Business travel in employee owned vehicles	0.00	0.00
<b>Total gross emissions in metric tonnes CO2e</b>	<b>377.7</b>	<b>468.21</b>
<u>Intensity ratio</u>		
Tonnes CO2e per pupil	0.15	0.19

**Quantification and Reporting Methodology**

The Academy Trust has followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2022 & 2023 UK Government's Conversion Factors for Company Reporting.

<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2023>

<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2022>

The reporting factors change annually and the latest calculations from the links above have been used to calculate the conversion. Various other factors such as environmental and works to improve buildings to become more energy efficient will make a difference to the final conversion rates as well.

**THE TAPSCOTT LEARNING TRUST  
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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**Intensity measurement**

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per pupil, the recommended ratio for the sector.

**Measures taken to improve energy efficiency**

The Trust has produced guidance on measures for schools to reduce their overall energy consumption which has been effective when comparing the data for the last two years on the table above. This is further supplicated by ensuring that we are using appliances with a good energy rating and includes bigger projects such as replacing lighting in the buildings with LED and investing in energy efficient boilers.

As the Academy Trust has not consumed more than 40,000 kWh of energy in this reporting period, it qualifies as a low energy user under these regulations and is not required to report on its emissions, energy consumption or energy efficiency activities.

**PLANS FOR FUTURE PERIODS**

The Trust is currently in the process of creating a sustainability plan that will be ready to roll out in the 23/24 academic year. This will look to further embed the work around our commitment to continually improving our carbon footprint.

Our plans for improving the use of our resources across the Trust is a key objective and we have gathered data from previous years that has ensured we have been able to focus our efforts on key areas. We are continuously looking to improve our system by allocating resources in areas where we will see future benefits.

**AUDITOR**

In so far as the Trustees are aware:

- there is no relevant audit information of which the Charitable Company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The auditors, Bishop Fleming LLP, have been appointed by Members and a resolution to appoint them will be proposed at the annual general meeting.

The Trustees' Report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 12/12/2023 and signed on its behalf by:



**M Cameron-Ratchford**  
Chair of Trustees

**THE TAPSCOTT LEARNING TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**GOVERNANCE STATEMENT  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**GOVERNANCE STATEMENT**

**SCOPE OF RESPONSIBILITY**

As Trustees we acknowledge we have overall responsibility for ensuring that The Tapscott Learning 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.

As trustees, we have reviewed and taken account of the guidance in DfE's Governance Handbook and competency framework for governance.

The Board of Trustees has delegated the day-to-day responsibility to the CEO as Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between The Tapscott Learning Trust and the Secretary of State for Education. They are also responsible for reporting to the Board of Trustees any material weaknesses or breakdowns in internal control.

**GOVERNANCE**

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The Board of Trustees has formally met six times during the year. Attendance during the year at meetings of the Board of Trustees was as follows:

<b>Trustee</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
Margaret Cameron-Ratchford (Chair)	6	6
Meena Bhatti	2	6
Jacque Robertin	4	6
Matthew Edwards	4	6
Paul Harris	6	6
Paula Jeffers	6	6
George Spentzos	2	6
Kate Shurety	4	6
Laura Webber	5	6
Jane Moon (appointed 31st October 2022)	3	5

During 2022-23, Trustees undertook an internal review of governance and, based on the findings, subsequently agreed to recruit one new Trustee, with education and inclusion experience. During the year, one new Trustee was recruited during the period with Trustees forming a sub-committee to recruit and interview. Trustees had agreed to conduct an external review of governance during the 2021-22 academic year, however, finding a provider with capacity was extremely difficult and this will now be done in Spring 2024.

The Finance, Operations and Resource Committee is a sub-committee of the main Board of Trustees. Its purpose is to review the Trust's Training Hub, funding, budgeting, expenditure, financial procedures, Health & Safety, property management, governance and personnel.

Attendance at meetings in the year was as follows:

<b>Trustee</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
Kate Shurety (Chair)	3	3
Margaret Cameron-Ratchford	3	3
Paul Harris	3	3
Laura Webber	3	3
Matthew Edwards	2	3

**THE TAPSCOTT LEARNING TRUST  
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**GOVERNANCE STATEMENT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

The Audit and Risk Committee is a sub-committee of the main Board of Trustees. Its purpose is to review the Trust's external and internal audits, its financial management policies, asset management and risk assessments. During the year one local Governor with extensive audit experience joined the committee. Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
George Spentzos (Chair)	3	3
Paula Jeffers	2	3
Jacque Robertin	3	3
Kulsum Seth (Governor KPS)	2	3

The Safeguarding, Standards and Curriculum Committee is a sub-committee of the main Board of Trustees. Its purpose is to monitor the Trust's safeguarding and SEND arrangements, review standards within the Trust including school development and peer reviews, pupil and sport premium and also admission arrangements. follows:

Trustee	Meetings attended	Out of a possible
Laura Webber (Chair)	3	3
Jane Moon	3	3
Meena Bhatti	1	1
Paul Harris	3	3
Margaret Cameron-Ratchford	1	1

During the 2022/23 period, Trustees also agreed to appoint the following Link Trust roles:

Whistleblowing -	Paula Jeffers
Safeguarding -	Laura Webber
SEND and Inclusion -	Jane Moon
Estates -	Margaret Cameron-Ratchford

**REVIEW OF VALUE FOR MONEY**

As Accounting Officer the Chief Executive Officer 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, as well as estates safety and management, 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:

- Review of central services for quality, effectiveness and value for money by external consultant
- Review and procurement for ICT support services resulting in decrease in spend and improvement in service output
- Improved understanding and cooperation with local authorities to ensure funding for SEND pupils is correct and time frames are improved
- Regular review of the Risk Register and in particular estates and estates management to ensure the estates remain safe and sustainable.
- Review of spend and value for money through independent condition surveys

**GOVERNANCE STATEMENT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**THE PURPOSE OF THE SYSTEM OF INTERNAL CONTROL**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks 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 for The Tapscott Learning Trust for the period from 1<sup>st</sup> September 2022 to 31 August 2023 and up to the date of approval of the annual report and financial statements.

**CAPACITY TO HANDLE RISK**

The Board of Trustees has reviewed the key risks to which the Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the Academy Trust's significant risks that have been in place for the period from 1st September 2022 to 31st August 2023 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 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.

**Risks**

The Trust recognises the potential for difficulties in recruiting and retaining staff which could adversely affect the quality of delivery of education in schools and therefore outcomes for children. These risks have been mitigated by clear line management structures in place, expectations and roles together with the offer of professional development routes both internally and externally and ensuring the offer of local and national pay, terms and conditions that are not detrimental. The Trust has also put in place support for all staff via Employee Assist, HR services and PAMS and there is effective voice of employees through LABs, staff surveys and performance management of teachers. In addition, there is regular monitoring of staff morale and the use of procedures regarding capability, sickness & absence and grievance at school and Trust level.

The Trust recognises the risk of loss or compromise of data due to cyber activity which could risk the reputation of the Trust being compromised due to social engineering, malicious software, network or physical attacks, human error and third party organisations. The Trust has implemented mitigating actions to reduce these risks such as: LGFL (third party) support, firewall systems (externally through LGFL and internally supported by Turn It On), internet filtering systems, anti-virus protection, MailProtect and email content control. Also, quarterly penetration testing is carried out by LGFL and annual external testing is carried out by a third party security organisation. Monthly updates from Turn It On are received. The GDPR working group regularly discusses security of data and GDPR staff training takes place where all users, especially office

**GOVERNANCE STATEMENT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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staff, are made aware of potential threats and reminded of personal responsibility such as when posting on social media. In addition, there is a move to cloud-based systems across the Trust and schools and contingency plans are in place in the Business Continuity Plan.

**Internal Audit**

The Board of Trustees has considered the need for a specific internal audit function and has decided:

- To appoint Williams Giles Professional Services Limited as internal auditor

Our internal security arrangements are not affected by the requirements of the newly revised FRC ethical standards and AFH 2022.

The internal auditor's/reviewer's role includes giving advice on financial matters and performing a range of checks on the Academy Trust's financial systems.

Internal Auditors (Williams Giles) conducted checks in the following areas over the course of 4 visits; Fixed Assets, Budget Monitoring and Reporting, Bank Reconciliations, Expenditure, Payroll & HR and Debtor and Creditor reconciliation.

On a termly basis the auditors report to the Board of Trustees, through the Audit and Risk Committee on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities. The Internal Auditors (Williams Giles) issued a consolidated Internal Audit Report covering 4 site visits and also included all websites across the Trust. The Internal Auditor's schedule of work was prescribed by the Audit and Risk Committee as informed by the 31/08/2022 External Audit findings. No material issues were highlighted.

**REVIEW OF EFFECTIVENESS**

As Accounting Officer, the CEO has responsibility for reviewing the effectiveness of the system of internal control.

During the year in question the review has been informed by:

- the work of the internal auditor;
- the work of the external auditor;
- the financial management and governance self-assessment process; and
- the work of the executive managers within the 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 & Resources Committee and Audit & Risk Committees, and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Continuation of the centralising of key Financial and HR functions across the Trust. This has allowed the Trust to gain from economies of scale in purchases of resources and Soft Facilities Management Services. The increased central function has also reduced pressures within the school's back-office team. Continued training and development of the central functioning team has resulted in a more technically knowledgeable central support function.

Migration to Google cloud-based email and document management has allowed for an increase in time efficiency by reducing the time and need for repetitive tasks through easier document sharing platforms. This has also significantly reduced the volume of printing across the Trust.

The Trust has also bought into the service of an external Finance Controller at 1 day per month to ensure stringent financial controls and to provide additional support to the Finance Team.

**THE TAPSCOTT LEARNING TRUST  
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**GOVERNANCE STATEMENT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the Audit & Risk 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 their behalf by:

  
**M Cameron-Ratchford**  
Chair of Trustees

  
**P Harris**  
Accounting Officer



**THE TAPSCOTT LEARNING TRUST  
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**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**

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As accounting officer of The Tapscott Learning 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 terms and conditions of all funding, including for estates safety and management, under the funding agreement 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 Academy Trust Handbook 2022, including responsibilities for estates safety and management.

I confirm that I and the Academy Trust Board of Trustees are able to identify any material irregular or improper use of all 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 Academy Trust Handbook 2022.

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.



**P Harris**  
Accounting Officer

Date: 12/12/2023

**THE TAPSCOTT LEARNING TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 31 AUGUST 2023**

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The Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with the Academies Accounts Direction published by the Education and Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the 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 2019 and the Academies Accounts Direction 2022 to 2023;
- 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 Trustees and signed on its behalf by:



**M Cameron-Ratchford**  
Chair of Trustees

Date: 12/12/2023

**THE TAPSCOTT LEARNING TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE  
TAPSCOTT LEARNING TRUST**

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**OPINION**

We have audited the financial statements of The Tapscott Learning Trust (the 'Academy Trust') for the year ended 31 August 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows 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 FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2019 and the Academies Accounts Direction 2021 to 2022 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the Academy Trust's affairs as at 31 August 2023 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 2019 and the Academies Accounts Direction 2022 to 2023 issued by the Education and 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 Trust 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**

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Academy Trust's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

## **OTHER INFORMATION**

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has 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 Trust and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

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

## **RESPONSIBILITIES OF TRUSTEES**

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- the nature of the Academy sector, control environment and the Academy Trust's performance;
- results of our enquiries of management and the Trustee board, including the committees charged with governance over the Academy Trust's finance and control, about their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the Academy Trust's documentation of their policies and procedures relating to: identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance; detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; the internal controls established to mitigate risks of fraud or noncompliance with laws and regulations;
- how the Academy Trust ensured it met its obligations arising from it being financed by the ESFA and other funders, and as such material compliance with these obligations is required to ensure the Academy Trust will continue to receive its public funding and be authorised to operate, including around ensuring there is no material unauthorised use of funds and expenditure;
- how the Academy Trust ensured it met its obligations to its principal regulator, the Secretary of State for Education; and
- these matters were discussed among the audit engagement team who also considered any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud, which included incorrect recognition of revenue, management override of controls using manual journal entries, procurement and payroll. We identified the greatest potential for fraud as incorrect recognition of revenue and management override using manual journal entries.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. We also obtained an understanding of the legal and regulatory frameworks that the Academy Trust operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the Academies Accounts Direction, Academies Trust Handbook, Charity Law, Charity Statement of Recommended Practice, UK Companies Act and tax legislation.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the Academy Trust's ability to operate or to avoid a material penalty. These included safeguarding regulations, data protection regulations, occupational health and safety regulations, education and inspections legislation, building legislation and employment legislation.

**THE TAPSCOTT LEARNING TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

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Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- reviewing the financial statement disclosures and testing to supporting documentation to assess the recognition of revenue;
- enquiring of Trustees and management and those charged with governance concerning actual and potential litigation and claims;
- performing procedures to confirm material compliance with the requirements of its regulators;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing internal control reports; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; and assessing whether the judgements made in making accounting estimates are indicative of a potential bias.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from an error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

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](http://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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Pamela Tuckett FCA DChA (Senior Statutory Auditor)**

for and on behalf of  
**Bishop Fleming LLP**  
Chartered Accountants  
Statutory Auditors  
Salt Quay House  
4 North East Quay  
Sutton Harbour  
Plymouth  
PL4 0BN

Date: 14/12/2023

**THE TAPSCOTT LEARNING TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE  
TAPSCOTT LEARNING TRUST AND THE EDUCATION & SKILLS FUNDING AGENCY**

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In accordance with the terms of our engagement letter dated 25 August 2022 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2022 to 2023, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by The Tapscott Learning Trust during the year 1 September 2022 to 31 August 2023 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 Tapscott Learning Trust and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to The Tapscott Learning Trust and 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 Tapscott Learning Trust and ESFA, for our work, for this report, or for the conclusion we have formed.

**RESPECTIVE RESPONSIBILITIES OF THE TAPSCOTT LEARNING TRUST'S ACCOUNTING  
OFFICER AND THE REPORTING ACCOUNTANT**

The accounting officer is responsible, under the requirements of The Tapscott Learning Trust's funding agreement with the Secretary of State for Education dated 29 August 2017 and the Academy Trust Handbook, extant from 1 September 2022, 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 2022 to 2023. 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 2022 to 31 August 2023 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

**THE TAPSCOTT LEARNING TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE  
TAPSCOTT LEARNING TRUST AND THE EDUCATION & SKILLS FUNDING AGENCY (CONTINUED)**

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**APPROACH**

We conducted our engagement in accordance with the Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by 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 Trust's income and expenditure.

The work undertaken to draw our conclusion includes:

An assessment of the risk of material irregularity and impropriety across all of the Trust's activities;

Further testing and review of the areas identified through the risk assessment including enquiry, identification of controls processes and examination of supporting evidence across all areas identified as well as additional verification work where considered necessary; and

Consideration of evidence obtained through the work detailed above and the work completed as part of our audit of the financial statements in order to support the regularity conclusion.

In line with the Framework and guide for external auditors and reporting accountants of academy trusts issued April 2023, we have not performed any additional procedures regarding the Trust's compliance with safeguarding, health and safety and estates management.

**CONCLUSION**

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 2022 to 31 August 2023 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



Reporting Accountant  
**Bishop Fleming LLP**  
Chartered Accountants  
Statutory Auditors

Date: 14/12/2023



**THE TAPSCOTT LEARNING TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Restricted fixed asset funds 2023 £	Total funds 2023 £	Total funds 2022 £
<b>Income from:</b>						
Donations and capital grants	4	-	80,359	129,581	209,940	333,606
Other trading activities	6	599,613	-	-	599,613	497,030
Charitable activities		752,203	18,187,780	-	18,939,983	18,424,691
<b>Total income</b>		<b>1,351,816</b>	<b>18,268,139</b>	<b>129,581</b>	<b>19,749,536</b>	<b>19,255,327</b>
<b>Expenditure on:</b>						
Raising funds	7	187,900	-	-	187,900	175,886
Charitable activities	8	1,193,737	18,653,243	739,581	20,586,561	20,833,902
<b>Total expenditure</b>		<b>1,381,637</b>	<b>18,653,243</b>	<b>739,581</b>	<b>20,774,461</b>	<b>21,009,788</b>
<b>Net expenditure</b>		<b>(29,821)</b>	<b>(385,104)</b>	<b>(610,000)</b>	<b>(1,024,925)</b>	<b>(1,754,461)</b>
Transfers between funds	18	-	(56,006)	56,006	-	-
<b>Net movement in funds before other recognised gains/(losses)</b>	18	<b>(29,821)</b>	<b>(441,110)</b>	<b>(553,994)</b>	<b>(1,024,925)</b>	<b>(1,754,461)</b>
<b>Other recognised gains/(losses):</b>						
Actuarial gains on defined benefit pension schemes	25	-	2,054,000	-	2,054,000	11,247,000
<b>Net movement in funds</b>		<b>(29,821)</b>	<b>1,612,890</b>	<b>(553,994)</b>	<b>1,029,075</b>	<b>9,492,539</b>
<b>Reconciliation of funds:</b>						
Total funds brought forward	18	595,710	(2,382,120)	30,423,403	28,636,993	19,144,454
Net movement in funds		(29,821)	1,612,890	(553,994)	1,029,075	9,492,539
<b>Total funds carried forward</b>		<b>565,889</b>	<b>(769,230)</b>	<b>29,869,409</b>	<b>29,666,068</b>	<b>28,636,993</b>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 34 to 62 form part of these financial statements.

**THE TAPSCOTT LEARNING TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**REGISTERED NUMBER:10679504**

**BALANCE SHEET**  
**AS AT 31 AUGUST 2023**

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	15	29,398,077	29,809,562
		<u>29,398,077</u>	<u>29,809,562</u>
<b>Current assets</b>			
Debtors	16	832,689	1,200,342
Cash at bank and in hand		1,114,155	997,503
		<u>1,946,844</u>	<u>2,197,845</u>
Creditors: amounts falling due within one year	17	(675,853)	(611,414)
<b>Net current assets</b>		<u>1,270,991</u>	<u>1,586,431</u>
<b>Net assets excluding pension liability</b>		<u>30,669,068</u>	<u>31,395,993</u>
Defined benefit pension scheme liability	25	(1,003,000)	(2,759,000)
<b>Total net assets</b>		<u><u>29,666,068</u></u>	<u><u>28,636,993</u></u>
<b>Funds of the Academy Trust</b>			
<b>Restricted funds:</b>			
Fixed asset funds	18	29,869,409	30,423,403
Restricted income funds	18	233,770	376,880
		<u>30,103,179</u>	<u>30,800,283</u>
Restricted funds excluding pension reserve			
Pension reserve	18	(1,003,000)	(2,759,000)
<b>Total restricted funds</b>		<u>29,100,179</u>	<u>28,041,283</u>
Unrestricted income funds	18	565,889	595,710
<b>Total funds</b>		<u><u>29,666,068</u></u>	<u><u>28,636,993</u></u>

The financial statements on pages 31 to 62 were approved by the Trustees, and authorised for issue on 12th December 2023 and are signed on their behalf, by:

M Cameron-Ratchford



The notes on pages 34 to 62 form part of these financial statements.

**THE TAPSCOTT LEARNING TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

	<b>Note</b>	<b>2023 £</b>	<b>2022 £</b>
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	20	315,167	111,651
Cash flows from/(used in) investing activities	22	(198,515)	(942,878)
Cash flows used in financing activities	21	-	(85,025)
		<hr/>	<hr/>
Change in cash and cash equivalents in the year		116,652	(916,252)
		<hr/>	<hr/>
Cash and cash equivalents at the beginning of the year		997,503	1,913,755
Cash and cash equivalents at the end of the year	23, 24	<u>1,114,155</u>	<u>997,503</u>

The notes on pages 34 to 62 form part of these financial statements

**THE TAPSCOTT LEARNING TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**1. GENERAL INFORMATION**

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

**2. ACCOUNTING POLICIES**

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.

**2.1 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 historic 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 2022 to 2023 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

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

**2.3 INCOME**

All incoming resources are recognised when the Academy Trust has entitlement to the funds, the receipt is probable and the amount can be measured reliably.

• **Grants**

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

General Annual Grant is recognised in full in the Statement of Financial Activities in the year for which it is receivable and any abatement in respect of the year is deducted from income and recognised as a liability.

Capital grants are recognised in full when there is an unconditional entitlement to the grant. Unspent amounts of capital grants are reflected in the Balance Sheet in the restricted fixed asset fund. Capital grants are recognised when there is entitlement and are not deferred over the life of the asset on which they are expended.

• **Donations**

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

**THE TAPSCOTT LEARNING TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**2. ACCOUNTING POLICIES (continued)**

**2.3 INCOME (CONTINUED)**

- **Donated fixed assets (excluding transfers on conversion or into the Academy Trust)**

Where the donated good is a fixed asset it is measured at fair value, unless it is impractical to measure this reliably, in which case the cost of the item to the donor should be used. The gain is recognised as 'Income from Donations and Capital Grants' and a corresponding amount is included in the appropriate fixed asset category and depreciated over the useful economic life in accordance with the Academy Trust's accounting policies.

**2.4 EXPENDITURE**

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

- **Expenditure on raising funds**

This includes all expenditure incurred by the Academy Trust to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

- **Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.

**2.5 INTEREST RECEIVABLE**

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

**2.6 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 Part 11, chapter 3 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.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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**2. ACCOUNTING POLICIES (continued)**

**2.7 TANGIBLE FIXED ASSETS**

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

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the Balance Sheet at cost and depreciated over their expected useful economic life. 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 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. Where tangible fixed assets have been acquired with unrestricted funds, depreciation on such assets is charged to the unrestricted fund.

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

Depreciation is provided on the following basis:

Long-term leasehold property	-	2%
Furniture and equipment	-	10%
Computer equipment	-	33%
Motor vehicles	-	20%

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use and reclassified to freehold or leasehold land and buildings.

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.

**2.8 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.

**2.9 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.

**2.10 LIABILITIES**

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

**THE TAPSCOTT LEARNING TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**2. ACCOUNTING POLICIES (continued)**

**2.11 FINANCIAL INSTRUMENTS**

The Academy Trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the Academy Trust and their measurement bases 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 16. 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 cost as detailed in note 17. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

**2.12 OPERATING LEASES**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

**2.13 PENSIONS**

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

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Academy Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently, the TPS is 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 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.

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**2. ACCOUNTING POLICIES (continued)**

**2.14 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.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

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

**3. 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 or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 25, 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 2022 has been used by the actuary in valuing the pensions liability at 31 August 2023. 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.

**4. INCOME FROM DONATIONS AND CAPITAL GRANTS**

	<b>Restricted funds 2023 £</b>	<b>Restricted fixed asset funds 2023 £</b>	<b>Total funds 2023 £</b>
Donations	80,359	-	80,359
Capital Grants	-	129,581	129,581
	<u>80,359</u>	<u>129,581</u>	<u>209,940</u>



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**4. INCOME FROM DONATIONS AND CAPITAL GRANTS (CONTINUED)**

	Restricted funds 2022 £	Restricted fixed asset funds 2022 £	Total funds 2022 £
Donations	71,480	44,775	116,255
Capital Grants	-	217,351	217,351
	<u>71,480</u>	<u>262,126</u>	<u>333,606</u>

**5. FUNDING FOR THE ACADEMY TRUST'S CHARITABLE ACTIVITIES**

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
<b>EDUCATION</b>			
<b>DFE/ESFA GRANTS</b>			
General Annual Grant	-	12,900,974	12,900,974
<b>OTHER DFE/ESFA GRANTS</b>			
Pupil Premium	-	1,083,191	1,083,191
School Supplementary Grant	-	333,538	333,538
Others	-	672,119	672,119
	<u>-</u>	<u>14,989,822</u>	<u>14,989,822</u>
<b>OTHER GOVERNMENT GRANTS</b>			
Local Authority Grants	694,685	2,967,484	3,662,169
	<u>694,685</u>	<u>2,967,484</u>	<u>3,662,169</u>
Other income from the Academy Trust's education	57,518	-	57,518
<b>COVID-19 ADDITIONAL FUNDING (DFE/ESFA)</b>			
Other DfE/ESFA COVID-19 funding	-	230,474	230,474
	<u>-</u>	<u>230,474</u>	<u>230,474</u>
	<u>752,203</u>	<u>18,187,780</u>	<u>18,939,983</u>
	<u>752,203</u>	<u>18,187,780</u>	<u>18,939,983</u>

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**5. FUNDING FOR THE ACADEMY TRUST'S CHARITABLE ACTIVITIES (CONTINUED)**

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
<b>EDUCATION</b>			
<b>DFE/ESFA GRANTS</b>			
General Annual Grant	-	12,826,105	12,826,105
<b>OTHER DFE/ESFA GRANTS</b>			
Pupil Premium	-	989,410	989,410
UFSM	-	273,555	273,555
Others	-	467,145	467,145
	-	14,556,215	14,556,215
<b>OTHER GOVERNMENT GRANTS</b>			
Local Authority Grants	749,930	2,862,945	3,612,875
	749,930	2,862,945	3,612,875
Other income from the Academy Trust's education	54,239	-	54,239
<b>COVID-19 ADDITIONAL FUNDING (DFE/ESFA)</b>			
Other DfE/ESFA COVID-19 funding	-	201,362	201,362
	-	201,362	201,362
	804,169	17,620,522	18,424,691
	804,169	17,620,522	18,424,691

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**6. INCOME FROM OTHER TRADING ACTIVITIES**

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Catering income	17,266	17,266	16,724
Income from ancillary trading activities	245,782	245,782	236,895
Income from commercial trading	336,565	336,565	243,411
	599,613	599,613	497,030

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**7. EXPENDITURE**

	Staff Costs 2023 £	Premises 2023 £	Other 2023 £	Total 2023 £
EXPENDITURE ON FUNDRAISING TRADING ACTIVITIES:				
Direct costs	187,900	-	-	187,900
EDUCATION:				
Direct costs	14,268,405	658,344	177,427	15,104,176
Allocated support costs	1,783,839	1,326,580	2,371,966	5,482,385
	<u>16,240,144</u>	<u>1,984,924</u>	<u>2,549,393</u>	<u>20,774,461</u>
EXPENDITURE ON FUNDRAISING TRADING ACTIVITIES:				
Direct costs	175,886	-	-	175,886
EDUCATION:				
Direct costs	14,825,810	551,457	284,988	15,662,255
Allocated support costs	1,877,116	975,688	2,318,843	5,171,647
	<u>16,878,812</u>	<u>1,527,145</u>	<u>2,603,831</u>	<u>21,009,788</u>

**8. ANALYSIS OF EXPENDITURE BY ACTIVITIES**

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Education	<u>15,104,176</u>	<u>5,482,385</u>	<u>20,586,561</u>

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**8. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)**

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Education	15,662,255	5,171,647	20,833,902

**ANALYSIS OF DIRECT COSTS**

	Education 2023 £	Total funds 2023 £	Total funds 2022 £
Pension finance costs	60,000	60,000	152,000
Staff costs	14,268,405	14,268,405	14,825,810
Exp type 1	698,789	698,789	619,416
Exp type 2	8,980	8,980	9,425
Exp type 3	20,142	20,142	27,104
Exp type 6	47,860	47,860	28,500
	<u>15,104,176</u>	<u>15,104,176</u>	<u>15,662,255</u>

**ANALYSIS OF SUPPORT COSTS**

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**8. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)**

**ANALYSIS OF SUPPORT COSTS (continued)**

	Total funds 2023 £	Total funds 2022 £
Pension finance costs	24,000	53,000
Staff costs	1,783,839	1,877,116
Depreciation	739,581	770,798
Other costs	-	33,382
Recruitment and support	1,034	2,159
Maintenance of premises and equipment	234,726	73,371
Cleaning	566,851	525,440
Rent and rates	60,754	57,770
Energy costs	330,357	189,329
Insurance	48,173	44,715
Security and transport	4,616	4,466
Catering	1,036,383	945,949
Technology costs	20,080	68,289
Premises costs	243,162	180,793
Legal and professional	341,148	286,078
Bank interest and charges	420	360
Governance	47,261	58,632
	<u>5,482,385</u>	<u>5,171,647</u>

**9. GOVERNANCE COSTS**

	2023 £	2022 £
Auditor's remuneration - Audit of the financial statements	32,500	20,503
Auditor's remuneration - Other services	3,850	15,837
Professional services	58,646	22,292
	<u>94,996</u>	<u>58,632</u>

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**10. NET EXPENDITURE**

Net expenditure for the year includes:

	2023 £	2022 £
Operating lease rentals	7,604	10,344
Depreciation of tangible fixed assets	739,581	770,798
Fees paid to auditors for:		
- audit	32,500	20,503
- other services	14,761	15,837
	<u>14,761</u>	<u>15,837</u>

**11. STAFF**

**a. STAFF COSTS**

Staff costs during the year were as follows:

	2023 £	2022 £
Wages and salaries	11,911,356	11,502,543
Social security costs	1,269,601	1,226,502
Pension costs	2,502,774	3,652,242
	<u>15,683,731</u>	<u>16,381,287</u>
Agency staff costs	556,413	497,525
	<u>16,240,144</u>	<u>16,878,812</u>

The decrease in pension costs has arisen as a result of a reduction in LGPS finance and service costs.

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**11. STAFF (CONTINUED)**

**b. STAFF NUMBERS**

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

	2023 No.	2022 No.
Teachers	124	130
Administration and support	226	235
Management	30	32
	<u>380</u>	<u>397</u>

**c. HIGHER PAID STAFF**

The number of employees whose employee benefits (excluding employer's National Insurance contributions and employer pension costs) exceeded £60,000 was:

	2023 No.	2022 No.
In the band £60,001 - £70,000	12	16
In the band £70,001 - £80,000	7	3
In the band £80,001 - £90,000	1	1
In the band £90,001 - £100,000	2	2
In the band £100,001 - £110,000	2	1
In the band £110,000 - £120,000	1	-
In the band £140,001 - £150,000	-	1
In the band £150,001 - £160,000	1	-
	<u>1</u>	<u>-</u>

**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 key management personnel benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy Trust was £975,398 for nine individuals (2022 - £909,889 for eight individuals).

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**12. CENTRAL SERVICES**

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

- School Improvement Services
- Finance and Accounting
- Governance Structure and Strategies
- Teaching and Learning
- Internal Audit
- Remote IT Support
- Legal and HR Support
- Sports training and activities
- Risk Management
- Staff Wellbeing
- Continuing Professional Development
- WiFi Upgrade
- New Finance System Procurement

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

A flat 7% (2022 - 5%) of GAG funding, 7% of Local Authority Early Years Funding, 7% of Mainstream School Additional grant funding, 7% of School Supplementary grant funding and 70% of PE and Sports grant funding.

The actual amounts charged during the year were as follows:

	2023 £	2022 £
Curwen Primary School	152,934	274,261
Kensington Primary School	273,842	188,923
Ranelagh Primary School	389,064	118,652
North Beckton Primary School	200,360	158,021
<b>TOTAL</b>	<b>1,016,200</b>	<b>739,857</b>

At the end of each financial year, 70% of the in year surplus at each school is returned to central with each school retaining 30%.

**13. TRUSTEES' REMUNERATION AND EXPENSES**

The CEO only receives remuneration in respect of services they provide undertaking the role of CEO under their contract of employment, and not in respect of their services as a Trustee. Other Trustees did not receive any payments from the Academy Trust in respect of their roles as Trustees. The value of Trustees' remuneration and other benefits was as follows: P Harris: Remuneration £155,000 - £160,000 (2022: £145,000 - 150,000). Employer's pension contributions: £35,000 - £40,000 (2022: £30,000 - £35,000).

During the year ended 31 August 2023, expenses totalling £130 were reimbursed or paid directly to 1 Trustee (2022 - £NIL). The nature of expenses incurred relate to travel.



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**14. 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. It is not possible to quantify the Trustees and officers indemnity element from the overall cost of the RPA scheme membership.

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**15. TANGIBLE FIXED ASSETS**

	Long-term leasehold property £	Assets under construction £	Furniture and equipment £	Computer equipment £	Motor vehicles £	Total £
<b>COST OR VALUATION</b>						
At 1 September 2022	31,275,414	967,791	235,814	377,466	22,083	32,878,568
Additions	3,532	242,733	67,209	14,622	-	328,096
Transfers between classes	493,892	(493,892)	-	-	-	-
At 31 August 2023	<u>31,772,838</u>	<u>716,632</u>	<u>303,023</u>	<u>392,088</u>	<u>22,083</u>	<u>33,206,664</u>
<b>DEPRECIATION</b>						
At 1 September 2022	2,679,438	-	84,710	291,976	12,882	3,069,006
Charge for the year	635,456	-	30,303	71,614	2,208	739,581
At 31 August 2023	<u>3,314,894</u>	<u>-</u>	<u>115,013</u>	<u>363,590</u>	<u>15,090</u>	<u>3,808,587</u>
<b>NET BOOK VALUE</b>						
At 31 August 2023	<u>28,457,944</u>	<u>716,632</u>	<u>188,010</u>	<u>28,498</u>	<u>6,993</u>	<u>29,398,077</u>
At 31 August 2022	<u>28,595,976</u>	<u>967,791</u>	<u>151,104</u>	<u>85,490</u>	<u>9,201</u>	<u>29,809,562</u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**16. DEBTORS**

	2023 £	2022 £
<b>DUE WITHIN ONE YEAR</b>		
Trade debtors	38,028	47,424
Other debtors	118,371	87,063
Prepayments and accrued income	676,290	1,065,855
	<u>832,689</u>	<u>1,200,342</u>

**17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2023 £	2022 £
Trade creditors	20,107	4,464
Other taxation and social security	294,593	280,057
Other creditors	-	28,350
Accruals and deferred income	361,153	298,543
	<u>675,853</u>	<u>611,414</u>

	2023 £	2022 £
Deferred income at 1 September 2022	191,328	733,097
Resources deferred during the year	175,960	191,328
Amounts released from previous periods	(191,328)	(733,097)
	<u>175,960</u>	<u>191,328</u>

At the balance sheet date, the Trust was holding funds received in advance for UIFSM and rates. In the prior year, funds held were received in advance for UIFSM.

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**18. STATEMENT OF FUNDS**

	Balance at 1 September 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2023 £
<b>UNRESTRICTED FUNDS</b>						
<b>DESIGNATED FUNDS</b>						
CIF contributions	50,000	-	(50,000)	-	-	-
Salary rises	185,000	-	(185,000)	-	-	-
	<u>235,000</u>	<u>-</u>	<u>(235,000)</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>GENERAL FUNDS</b>						
General funds	360,710	1,351,816	(1,146,637)	-	-	565,889
<b>TOTAL UNRESTRICTED FUNDS</b>	<u>595,710</u>	<u>1,351,816</u>	<u>(1,381,637)</u>	<u>-</u>	<u>-</u>	<u>565,889</u>
<b>RESTRICTED GENERAL FUNDS</b>						
General Annual Grant	376,880	12,900,974	(12,988,078)	(56,006)	-	233,770
Pupil Premium	-	1,083,191	(1,083,191)	-	-	-
Other DfE/ESFA grants	-	902,593	(902,593)	-	-	-
Local Authority revenue grants	-	818,544	(818,544)	-	-	-
High Needs Funding	-	2,148,940	(2,148,940)	-	-	-
Other Restricted Income	-	80,359	(80,359)	-	-	-
School Supplementary Grant	-	333,538	(333,538)	-	-	-
Pension reserve	(2,759,000)	-	(298,000)	-	2,054,000	(1,003,000)
	<u>(2,382,120)</u>	<u>18,268,139</u>	<u>(18,653,243)</u>	<u>(56,006)</u>	<u>2,054,000</u>	<u>(769,230)</u>

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**18. STATEMENT OF FUNDS (CONTINUED)**

	Balance at 1 September 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2023 £
<b>RESTRICTED FIXED ASSET FUNDS</b>						
NBV of fixed assets	29,809,562	-	(739,581)	328,096	-	29,398,077
DfE/ESFA capital grants	613,841	129,581	-	(272,090)	-	471,332
	<u>30,423,403</u>	<u>129,581</u>	<u>(739,581)</u>	<u>56,006</u>	<u>-</u>	<u>29,869,409</u>
<b>TOTAL RESTRICTED FUNDS</b>	<u>28,041,283</u>	<u>18,397,720</u>	<u>(19,392,824)</u>	<u>-</u>	<u>2,054,000</u>	<u>29,100,179</u>
<b>TOTAL FUNDS</b>	<u>28,636,993</u>	<u>19,749,536</u>	<u>(20,774,461)</u>	<u>-</u>	<u>2,054,000</u>	<u>29,666,068</u>

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

**Unrestricted funds**

Unrestricted general fund - this represents the Trust's unrestricted activities.

CIF contributions - this represents funds designated to be used toward the completion of CIF projects.

Salary rises - this represents funds designated to be used toward support staff pay increases.

**Restricted funds**

General Annual Grant (GAG) - income from the ESFA which is to be used for the normal running costs of the Academy, including education and support costs.

Pupil Premium - represents funding received from the ESFA for children that qualify for free school meals to enable the Academy to address the current underlying inequalities between those children and their wealthier peers.

Other DfE/ ESFA revenue grants - represents the restricted funding received from the DfE/ESFA which fall outside the scope of core funding.

Local Authority revenue grants - represents the income received from Newham London Borough Council as a contribution towards the cost of the Trust's revenue expenditure. Funding received for Special Educational Needs is also recognised within Local Authority Grants. These funds are to assist with the costs incurred providing disadvantaged students with the additional educational resources that they require.

High Needs Funding - funding received from the Local Authority to fund further support for students with additional needs.

Other restricted income - represents all other restricted income and expenditure which falls outside the scope of the Trust's core funding.

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**18. STATEMENT OF FUNDS (CONTINUED)**

**Schools Supplementary Grant** - This represents funding from the ESFA to provide support for the costs of the Health and Social Care Levy and wider costs.

**Pension reserve** - this represents the Academy's share of the assets and liabilities in the Local Government Pension Scheme. As with most pension schemes this is currently in deficit due to an excess of scheme liabilities over scheme assets which was inherited on conversion to an Academy. The Academy is following the recommendations of the actuary to reduce the deficit by making additional contributions over a number of years.

**Restricted fixed asset funds**

**NBV of fixed assets** - represents the tangible assets held by the Trust and is equivalent to the net book value of tangible fixed assets. Depreciation of tangible fixed assets is allocated to this fund. Transfers into this fund represent capital additions purchased using capital or revenue income.

**DfE/ESFA capital grants** - represents capital grants received from the DfE and ESFA for the purpose of the acquisition of tangible fixed assets. As tangible fixed assets are purchased using these funds, a transfer is made to the NBV of fixed asset funds.

**OTHER INFORMATION**

Under the funding agreement with the Secretary of State, the Academy Trust was not subject to a limit on the amount of GAG it could carry forward at 31 August 2023.

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**18. STATEMENT OF FUNDS (CONTINUED)**

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

	Balance at 1 September 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2022 £
<b>UNRESTRICTED FUNDS</b>						
<b>DESIGNATED FUNDS</b>						
CIF contributions	-	-	-	50,000	-	50,000
Salary rises	-	-	-	185,000	-	185,000
	<u>-</u>	<u>-</u>	<u>-</u>	<u>235,000</u>	<u>-</u>	<u>235,000</u>
<b>GENERAL FUNDS</b>						
General funds	480,423	1,301,199	(1,185,912)	(235,000)	-	360,710
<b>TOTAL UNRESTRICTED FUNDS</b>	<u>480,423</u>	<u>1,301,199</u>	<u>(1,185,912)</u>	<u>-</u>	<u>-</u>	<u>595,710</u>
<b>RESTRICTED GENERAL FUNDS</b>						
General Annual Grant	87,949	12,826,105	(12,498,181)	(38,993)	-	376,880
Pupil Premium	-	989,410	(989,410)	-	-	-
Other DfE/ESFA grants	-	668,507	(668,507)	-	-	-
Local Authority revenue grants	-	704,236	(704,236)	-	-	-
High Needs Funding	-	2,158,709	(2,158,709)	-	-	-
Universal Infant School Meals	-	273,555	(273,555)	-	-	-
Other Restricted Income	-	71,480	(71,480)	-	-	-
Pension reserve	(12,317,000)	-	(1,689,000)	-	11,247,000	(2,759,000)
	<u>(12,229,051)</u>	<u>17,692,002</u>	<u>(19,053,078)</u>	<u>(38,993)</u>	<u>11,247,000</u>	<u>(2,382,120)</u>

**THE TAPSCOTT LEARNING TRUST**  
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**18. STATEMENT OF FUNDS (CONTINUED)**

	Balance at 1 September 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2022 £
<b>RESTRICTED FIXED ASSET FUNDS</b>						
NBV of fixed assets	29,420,131	-	(770,798)	1,160,229	-	29,809,562
DfE/ESFA capital grants	1,472,951	262,126	-	(1,121,236)	-	613,841
	<u>30,893,082</u>	<u>262,126</u>	<u>(770,798)</u>	<u>38,993</u>	<u>-</u>	<u>30,423,403</u>
<b>TOTAL RESTRICTED FUNDS</b>	<u>18,664,031</u>	<u>17,954,128</u>	<u>(19,823,876)</u>	<u>-</u>	<u>11,247,000</u>	<u>28,041,283</u>
<b>TOTAL FUNDS</b>	<u>19,144,454</u>	<u>19,255,327</u>	<u>(21,009,788)</u>	<u>-</u>	<u>11,247,000</u>	<u>28,636,993</u>

**Total funds analysis by academy**

Fund balances at 31 August 2023 were allocated as follows:

	2023 £	As restated 2022 £
Curwen Primary School	55,231	65,494
Kensington Primary School	86,325	78,556
Ranelagh Primary School	84,230	51,415
North Beckton Primary School	47,000	82,117
Central Services	526,873	695,008
Total before fixed asset funds and pension reserve	799,659	972,590
Restricted fixed asset fund	29,869,409	30,423,403
Pension reserve	(1,003,000)	(2,759,000)
<b>TOTAL</b>	<u>29,666,068</u>	<u>28,636,993</u>



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**18. STATEMENT OF FUNDS (CONTINUED)**

**TOTAL COST ANALYSIS BY ACADEMY**

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

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2023 £
Curwen Primary School	4,999,206	487,670	260,853	950,875	6,698,604
Kensington Primary School	3,319,073	344,365	165,770	594,595	4,423,803
Ranelagh Primary School	2,267,244	207,156	101,126	517,796	3,093,322
North Beckton Primary School	2,943,729	263,417	155,564	682,406	4,045,116
Central Services	927,053	481,231	15,476	350,275	1,774,035
<b>ACADEMY TRUST</b>	<b>14,456,305</b>	<b>1,783,839</b>	<b>698,789</b>	<b>3,095,947</b>	<b>20,034,880</b>

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

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2022 £
Curwen Primary School	4,832,447	461,038	242,752	943,171	6,479,408
Kensington Primary School	3,161,388	327,998	111,154	413,465	4,014,005
Ranelagh Primary School	2,215,585	212,952	115,688	494,611	3,038,836
North Beckton Primary School	2,876,261	244,786	149,822	605,216	3,876,085
Central Services	637,129	1,733,342	-	460,185	2,830,656
<b>ACADEMY TRUST</b>	<b>13,722,810</b>	<b>2,980,116</b>	<b>619,416</b>	<b>2,916,648</b>	<b>20,238,990</b>

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**19. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT YEAR**

	Unrestricted funds 2023 £	Restricted funds 2023 £	Restricted fixed asset funds 2023 £	Total funds 2023 £
Tangible fixed assets	-	-	29,398,077	29,398,077
Current assets	1,065,782	409,730	471,332	1,946,844
Creditors due within one year	(499,893)	(175,960)	-	(675,853)
Provisions for liabilities and charges	-	(1,003,000)	-	(1,003,000)
<b>TOTAL</b>	<b>565,889</b>	<b>(769,230)</b>	<b>29,869,409</b>	<b>29,666,068</b>

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR YEAR**

	Unrestricted funds 2022 £	Restricted funds 2022 £	Restricted fixed asset funds 2022 £	Total funds 2022 £
Tangible fixed assets	-	-	29,809,562	29,809,562
Current assets	595,710	988,294	613,841	2,197,845
Creditors due within one year	-	(611,414)	-	(611,414)
Provisions for liabilities and charges	-	(2,759,000)	-	(2,759,000)
<b>TOTAL</b>	<b>595,710</b>	<b>(2,382,120)</b>	<b>30,423,403</b>	<b>28,636,993</b>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**20. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2023 £	2022 £
Net expenditure for the year (as per Statement of Financial Activities)	(1,024,925)	(1,754,461)
<b>ADJUSTMENTS FOR:</b>		
Depreciation	739,581	770,798
Capital grants from DfE and other capital income	(129,581)	(217,351)
Defined benefit pension scheme cost less contributions payable	214,000	1,484,000
Defined benefit pension scheme finance cost	84,000	205,000
Decrease/(Increase) in debtors	367,653	202,607
(Decrease)/Increase in creditors	64,439	(578,942)
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<b>315,167</b>	<b>111,651</b>

**21. CASH FLOWS FROM FINANCING ACTIVITIES**

	2023 £	2022 £
Repayments of borrowing	-	(85,025)
<b>NET CASH USED IN FINANCING ACTIVITIES</b>	<b>-</b>	<b>(85,025)</b>

**22. CASH FLOWS FROM INVESTING ACTIVITIES**

	2023 £	2022 £
Purchase of tangible fixed assets	(328,096)	(1,160,229)
Capital grants from DfE/ESFA	129,581	217,351
<b>NET CASH USED IN INVESTING ACTIVITIES</b>	<b>(198,515)</b>	<b>(942,878)</b>

**23. ANALYSIS OF CASH AND CASH EQUIVALENTS**

	2023 £	2022 £
Cash in hand and at bank	1,114,155	997,503

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**24. ANALYSIS OF CHANGES IN NET DEBT**

	At 1 September 2022 £	Cash flows £	At 31 August 2023 £
Cash at bank and in hand	997,503	116,652	1,114,155
	<u>997,503</u>	<u>116,652</u>	<u>1,114,155</u>

**25. PENSION COMMITMENTS**

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

The latest actuarial valuation of the TPS related to the period ended 31 March 2020 and of the LGPS 31 March 2019.

Contributions amounting to £Nil were payable to the schemes at 31 August 2023 (2022 - £28,350) and are included within creditors.

**TEACHERS' PENSION SCHEME**

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. All teachers have the option to opt-out of the TPS following enrolment.

The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

**NOTES TO THE FINANCIAL STATEMENTS  
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**25. PENSION COMMITMENTS (CONTINUED)**

**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 every 4 years. 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 2020. The valuation report was published by the Department for Education on 26 October 2023. The key elements of the previous valuation as at 31 March 2016 which was effective for the year ended 31 August 2023 are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI, assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The 2020 valuation result is due to be implemented from 1 April 2024 and effective until 31 March 2027. The employer contribution rate for this period will be 28.68% of pensionable pay (including a 0.08% administration levy).

The employer's pension costs paid to TPS in the year amounted to £1,043,000 (2022 - £1,021,000).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website (<https://www.teacherspensions.co.uk/news/employers/2019/04/teachers-pensions-valuation-report.aspx>) for 2016 and [www.teacherspensions.co.uk/news/employers/2023/10/valuation-result.aspx](https://www.teacherspensions.co.uk/news/employers/2023/10/valuation-result.aspx) for 2020.

Under the definitions set out in FRS 102, the TPS is an unfunded 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 pension scheme, with the assets held in separate Trustee-administered funds. The total contribution made for the year ended 31 August 2023 was £959,000 (2022 - £794,000), of which employer's contributions totalled £735,000 (2022 - £598,000) and employees' contributions totalled £224,000 (2022 - £196,000). The agreed contribution rates for future years are 18.6 per cent for employers and 5.5 to 12.5 per cent for employees.

As described in note the LGPS obligation relates to the employees of the Academy Trust, who were the employees transferred as part of the conversion from the maintained school and new employees who were eligible to, and did, join the Scheme in the year. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and the Academy Trust at the balance sheet date.

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.

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**25. PENSION COMMITMENTS (CONTINUED)**

**PRINCIPAL ACTUARIAL ASSUMPTIONS**

	<b>2023</b>	<b>2022</b>
	<b>%</b>	<b>%</b>
Rate of increase in salaries	<b>3.9</b>	<b>3.90</b>
Rate of increase for pensions in payment/inflation	<b>2.9</b>	<b>2.90</b>
Discount rate for scheme liabilities	<b>5.3</b>	<b>4.25</b>
Inflation Assumption (CPI)	<b>2.9</b>	<b>2.90</b>

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

	<b>2023</b>	<b>2022</b>
	<b>Years</b>	<b>Years</b>
<b>RETIRING TODAY</b>		
Males	<b>19.6</b>	<b>21.4</b>
Females	<b>23</b>	<b>24.1</b>
<b>RETIRING IN 20 YEARS</b>		
Males	<b>21</b>	<b>23.0</b>
Females	<b>24.5</b>	<b>25.7</b>

**SENSITIVITY ANALYSIS**

**SHARE OF SCHEME ASSETS**

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

The actual return on scheme assets was £86000 (2022 - £323,000).

The amounts recognised in the Statement of Financial Activities are as follows:

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Current service cost	<b>(949,000)</b>	<b>(2,082,000)</b>
Interest income	<b>364,000</b>	<b>111,000</b>
Interest cost	<b>(448,000)</b>	<b>(316,000)</b>
<b>TOTAL AMOUNT RECOGNISED IN THE STATEMENT OF FINANCIAL ACTIVITIES</b>	<b>(1,033,000)</b>	<b>(2,287,000)</b>

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**25. PENSION COMMITMENTS (CONTINUED)**

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

	2023 £	2022 £
<b>AT 1 SEPTEMBER</b>	<b>10,601,000</b>	<b>19,119,000</b>
Current service cost	949,000	2,082,000
Interest cost	448,000	316,000
Employee contributions	224,000	196,000
Actuarial gains	(2,314,000)	(11,042,000)
Benefits paid	(358,000)	(70,000)
<b>AT 31 AUGUST</b>	<b>9,550,000</b>	<b>10,601,000</b>

Changes in the fair value of the Academy Trust's share of scheme assets were as follows:

	2023 £	2022 £
<b>AT 1 SEPTEMBER</b>	<b>7,842,000</b>	<b>6,802,000</b>
Interest income	364,000	111,000
Actuarial (losses)/gains	(260,000)	205,000
Employer contributions	735,000	598,000
Employee contributions	224,000	196,000
Benefits paid	(358,000)	(70,000)
<b>AT 31 AUGUST</b>	<b>8,547,000</b>	<b>7,842,000</b>

**26. OPERATING LEASE COMMITMENTS**

At 31 August 2023 the Academy Trust had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023 £	2022 £
Not later than 1 year	11,764	5,172
Later than 1 year and not later than 5 years	46,541	-
	<b>58,305</b>	<b>5,172</b>

**27. 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.

**28. RELATED PARTY TRANSACTIONS**

Owing to the nature of the Academy Trust and the composition of the Board of Trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the Trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the Academy Trust Handbook, including notifying the ESFA of all transactions made on or after 1 April 2019 and obtaining their approval where required, and with the Academy Trust's financial regulations and normal procurement procedures relating to connected and related party transactions.

H Harris, partner of P Harris (CEO and Trustee) is employed by the Trust. H Harris's appointment was made before P Harris became a Trustee, in open competition and P Harris was not involved in the decision making process regarding the appointment. H Harris is paid within the normal pay scale for their role and received no special treatment as a result of their relationship to a Trustee.

C Saunders, partner of B Levinson (KMP) is employed by the Trust. C Saunders's appointment was made before B Levinson became a member of the key management personnel, in open competition and B Levinson was not involved in the decision making process regarding the appointment. C Saunders is paid within the normal pay scale for their role and received no special treatment as a result of their relationship to a member of key management personnel.