

# REGISTRAR OF COMPANIES

## The Howard Partnership Trust

### Annual Report and Consolidated Financial Statements

31 August 2017

Company Limited by Guarantee  
Registration Number  
07597068 (England and Wales)

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## Reference and administrative information

**Members** In office at date of approval of financial statements

**Members**

S Trundle appointed 16/12/16

C Williamson

I Wilson appointed 16/12/16

G Walker (resigned 04/01/17)

**Nominated by Howard of Effingham School**

P Entwistle (resigned 21/12/16)

S Williams (resigned 21/12/16)

**Nominated by Kenyngton Manor School**

G Hicks (resigned 05/12/16)

**Nominated by St Lawrence Primary School**

G Megaw (resigned 19/01/17)

**Nominated by Thomas Knyvett College**

J Cheetham (resigned 21/12/16)

R Davy (resigned 16/12/16)

**Nominated by Oxted School**

A Murdoch (resigned 19/01/17)

**Trustees**

R J Barnfield (ex-officio)

P Belok

J Cunliffe (from 20/02/17)

T Crombie (Vice Chair)

S Kolbush (from 20/02/17)

J Loy (from 20/02/17)

M Swyny

M Templeman

C Williamson (Chair)

**Company Secretary**

J Moore

**Company registration number**

07597068 (England and Wales)

## Reference and administrative information

### Executive Leadership Team

Chief Executive Officer	R J Barnfield
Deputy Chief Executive Officer	N Euridge
Director of Primary Education	J Roddick
Director of Business & Finance	J Moore
Director of HR	J Richardson
Director of IT	D Glanville

### Secondary Phase Heads

Howard of Effingham School	H Pennington
Thomas Knyvett College	J Marillat
Oxted School	N Euridge
Three Rivers Academy (previously Rydens Enterprise School and Sixth Form College)	AL Payne

### Primary Phase Heads

Kenyngton Manor Primary School	K Scott
St Lawrence Primary School	V Wallden
Cuddington Community Primary School	L Herdman
Eastwick Infant School	T Smith
Eastwick Junior School	T Smith

### Registered address

Lower Road  
Effingham  
Surrey  
KT24 5JR

### Auditor

Buzzacott LLP  
130 Wood Street  
London  
EC2V 6DL

### Bankers

HSBC  
18 North Street  
Leatherhead  
Surrey  
KT22 7AR

### Solicitors

Stone King LLP  
Boundary House  
91 Charterhouse Street  
London  
EC1M 6HR

## **Trustees' report 31 August 2017**

The Trustees of The Howard Partnership Trust (THPT) present their statutory report together with the financial statements of the charitable company for the year to 31 August 2017. These consolidated financial statements include the results of Howard of Effingham School, Thomas Knyvett College, Oxted School, Three Rivers Academy (previously known as Rydens Enterprise School and Sixth Form College), Kenyngton Manor School, St Lawrence Primary School, Cuddington Community Primary School and Eastwick Junior and Infant Schools for the twelve month period to 31 August 2017. The annual report serves the purposes of both a trustees' report and a directors' report under company law.

The financial statements have been prepared in accordance with the accounting policies set out on pages 31 to 36 of the attached financial statements and comply with the Trust's memorandum and articles of association, applicable laws and 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 United Kingdom and Republic of Ireland (FRS 102), effective from accounting periods commencing 1 January 2015 or later.

### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

#### **Constitution**

The Trust is a company limited by guarantee and an exempt charity. The Memorandum and Articles of Association are the primary governing documents of the Trust. The Trust was incorporated on 8 April 2011 and took over the activities of Howard of Effingham School from 1 July 2011. In 2013, the Trust changed its name to The Howard Partnership Trust and became a Multi Academy Trust (MAT). A Local Governing Body (LGB) was established as a committee of THPT for each academy within the MAT. LGB members do not act as trustees or directors of the charitable company unless directly appointed to do so.

Howard of Effingham School, Thomas Knyvett College and Kenyngton Manor Primary School became academies within The Howard Partnership Trust in 2013. St Lawrence Primary School became an academy within The Howard Partnership Trust on 1 November 2014.

On 1 September 2015 Oxted School became an academy within THPT and on 1 July 2016, Cuddington Community Primary School, Eastwick Junior School and Eastwick Infant School became academies within THPT. Three Rivers Academy, an existing single academy trust, joined THPT on 1 September 2016.

Details of the Trustees who served throughout the period are included on page 4.

THPT Services Limited, a wholly owned subsidiary of THPT was incorporated on 3 March 2015 and is also consolidated within these financial statements.

## STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

### Members' liability

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

### Principal activities

The Trust's principal activities in accordance with its objectives for the year ended 31 August 2017 were advancing education in the United Kingdom by establishing, maintaining, carrying on, managing and developing schools, offering a broad and balanced curriculum with the aim of maximising the life chances of young people. In addition, the Trust promoted the use of recreational facilities and provided educational events for the benefit of local residents and their families.

THPT Services Limited, the trading company subsidiary of THPT, provides nursery education for children from 18 months at a purpose built nursery facility, The Howard Nursery School, which is located on the site of Howard of Effingham School. This formed its principal activity in accordance with its objectives, for the year ended 31 August 2017.

### Trustees

In the year under review Trustees (who are also Directors of the charitable company for the purposes of the Companies Act 2006) were as follows and served throughout the period except where shown:

Trustee	Appointed/Resigned
Mrs R J Barnfield	
Mr P Belok	
Ms J Cunliffe	Appointed 20 February 2017
Mr S Callander	Resigned 29 June 2017
Ms T Crombie	
Ms S Kolbush	Appointed 20 February 2017
Mr J Loy	Appointed 20 February 2017
Mr J K Ripley	Resigned 31 December 2016
Mr M Swyny	
Mr M Templeman	
Mrs G Walker	Resigned 26 February 2017
Mr C Williamson	

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

For the period under review, the Trust Board comprised of:

- ♦ the CEO;
- ♦ Four Member appointed Trustees; (up to 02/03/17)
- ♦ Two Trust appointed Trustees; (up to 02/03/17) and
- ♦ Two Trust appointed co-opted Trustees (up to 02/03/17)
- ♦ 8 Member appointed Trustees (from 03/03/17)

## **STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)**

### **Method of recruitment and appointment or election of Trustees (continued)**

The CEO was selected by the Trust Board. Member appointed Trustees are appointed in accordance with the Articles of Association.

### **Policies and procedures adopted for the induction and training of Trustees and Governors**

The Trust Board has an informal process for the induction and training of new Trustees and Governors.

An induction pack is maintained by a Vice-Chair of the Trust Board. An informal induction is held with all new Trustees and Governors, typically a meeting where various topics are discussed with the Chair, the Vice-Chair and the CEO. All new Trustees and Governors are strongly encouraged to participate in the induction training provided termly by Babcock 4S under the Trust's Service Level Agreement. All new Governors and Trustees are also provided with a mentor to assist in their development. As Governor turnover is low, bespoke induction programmes are able to be provided to individuals.

### **Organisational structure**

The CEO, Deputy CEO, Director of Primary Education, Heads, Director of Business & Finance, Director of Human Resources and Director of IT are appointed by the Trust Board.

The Executive Leadership team comprises the CEO (who is the Accounting Officer), the Deputy CEO, the Director of Primary Education, the Director of Business and Finance and the Director of Human Resources. A Director of IT was appointed on 16 October 2017. This team meets regularly with the Heads.

Responsibility is delegated from the Trustees to individual Local Governing Bodies via an appropriate Scheme of Delegation.

The Trustees fulfil a strategic role. They are responsible for the strategic direction of the Trust, setting general policy, reviewing and approving annual Trust development plans and budgets, monitoring the Trust performance, both financial and in terms of student outcomes and making decisions about significant capital expenditure and senior staff appointments.

The Local Governing Body Committees (LGBs) of each school have delegated responsibilities according to the degree of autonomy earned by the success of the school they oversee. Governors largely fulfil a monitoring role in holding the school leadership to account on school performance, both financial and in terms of student outcomes and school improvement. Governors form part of the selection panel for senior school staff appointments and oversee the monitoring of significant capital projects.

Schools within THPT have a unified structure to ensure they are run in an efficient way.

Details of the Head of Primary and Secondary phase schools at 31 August 2017 are included on page 2.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)**

### **Organisational structure (continued)**

Each Head is supported by a Senior Leadership Team (SLT). These professionals lead the school at a senior level implementing the policies ratified by the Trust. As a group, the SLT are responsible for the authorisation of spending within approved budgets and the appointment of staff (having regard to the Executive Head's advice), although appointment boards for senior posts including the SLT are supported by Governors and at least one Trustee.

The school leadership structure consists of two levels: the Senior Leadership Team (SLT) and Middle Leadership within the school. The aim of the leadership structure is to devolve responsibility and encourage involvement in decision making at all levels. The Local Governing Body monitors and offers challenge with regards to the standards achieved by the students, the quality of teaching and learning in the school and holds the Head and SLT to account on progress towards the School Improvement Plan targets.

The Middle Leadership Team within each secondary school includes the Year Leaders and the Heads of Faculty. Primary Middle Leadership includes Key Stage leaders SENCO and core subject leads. These leaders are responsible for the day to day operation of the school, in particular organising and developing the teaching staff, facilities and students' well-being at the school.

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

Pay and remuneration of key management personnel is set in accordance with the Trust's Recruitment and Pay Policies. These managers are appointed to a pay range which is benchmarked with reference to the School Teachers Pay and Conditions Document (STPCD), the local Surrey Pay Scheme for support staff and sector evidence relating to Multi Academy Trust Executive and leadership pay. Movement through the individual's range is not automatic but subject to the criteria for performance management for teaching staff (which includes adherence to the Teachers' Standards, STPCD criteria and performance objectives) and, successful progress towards appraisal objectives and the fulfilment of key job specification accountabilities for support staff. Such processes are in accordance with Trust policies, the strict application of which are monitored by LGBs through Portfolio holders and ultimately The Trust via the Remuneration Committee.

Details of who is defined as key management personnel and their remuneration are included within note 7e to the financial statements.

### **Connected organisations, including related party relationships**

During 2016/17, the Trust has provided leadership solutions for Nelson Primary School (part of The Waldegrave Trust, a multi academy trust) and Spelthorne Primary School, Ashford Common (a Local Authority maintained school). Spelthorne Primary School is expected to join THPT in the Spring of 2018.

The Howard of Effingham School Charitable Trust exists to support Howard of Effingham School and Oxted School Trust exists to support Oxted School. Both these charitable trusts provide enhancements for students of the school they support which would not otherwise be affordable.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)**

### **Connected organisations, including related party relationships (continued)**

Howard of Effingham School, St Lawrence Primary School and Eastwick Junior School and Eastwick Infants School belong to and work closely with the Effingham Learning Partnership (ELP), a confederation of 11 local schools in the Effingham area.

Cuddington Community Primary School belongs to, and works closely with, the Epsom and Ewell confederation of schools. Thomas Knyvett College, Kenyngton Manor School and Spelthorne Primary School belong to and work closely with Spelthorne Schools Together, a confederation of 26 schools in the Borough of Spelthorne. Oxted School belongs to, and works closely with, Tandridge Education Partnership.

These confederations work for the benefit of local children and young people, including managing the provision of children's services in support of education and promoting collaboration in learning.

THPT Services Limited, incorporated on 3 March 2015, is a wholly owned subsidiary of THPT whose object is to carry on business as a general commercial company to procure funds for the purpose of paying them to THPT or any other charitable body that succeeds to its charitable purposes.

## **OBJECTS AND AIMS**

The Trust's objects are for the advancement for the public benefit education in the United Kingdom as a MAT, and in particular by establishing, maintaining, carrying on, managing and developing a school offering a broad and balanced curriculum.

### **Objectives, strategies and activities**

The objectives, strategies and activities of THPT are fully outlined in the Trust's MAT Improvement Plan and individual School Development Plans all of which are renewed annually and monitored on a regular basis, typically termly.

### **Public benefit**

The public benefit provided by the Trust is outlined in the Objects and Aims above. The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Trust's aims and objectives and in planning future activities and setting appropriate policies for the year.

## **STRATEGIC REPORT**

When considering the strategic report on the achievements and performance of The Howard Partnership Trust (THPT) schools, it is relevant to consider how the Partnership came into being, as that journey has shaped the THPT ethos of collaboration and inclusion that has developed over time.

### **STRATEGIC REPORT (continued)**

THPT grew out of a long-standing federation, the first in Surrey, which was originally formed in 2007 at the request of the DfE and Surrey Local Authority. The federation was between Howard of Effingham, an Ofsted outstanding 11-18 school, which was designated the lead, and Thomas Knyvett College, an 11-16 school in Ashford. Through school-to-school collaboration, both schools benefitted from improved student outcomes, leading to Ofsted judging partnership working in each school as *outstanding* in 2009.

The Multi-Academy Trust was formed in November 2013, again at the request of the DfE and Local Authority, to enable the Partnership's first primary school to join. Kenyngton Manor School, a Surrey 2-form entry primary converted to an academy within THPT in December 2013. Since this, THPT has grown to its current size of 4 secondary phase schools and 5 in the primary phase.

The inclusive ethos of the MAT is further deepened by 4 Special Centres attached to mainstream settings; 3 COIN (Communication and Interaction Needs) Centres – one each at Eastwick Junior and Infant Schools, together with one at Cuddington Community Primary School – for young people with an autistic spectrum condition, and one Visually Impaired Centre at Oxted School. This will be enhanced by the successful Wave 12 Free School Special School bid, together with the addition of another COIN Centre to Howard of Effingham School.

Those involved with THPT are justly proud of the ethos of collaboration and inclusion achieved in each of the Partnership schools. We believe this has been achieved by upholding shared vision and values in which there is a commitment to 'bringing out the best' in young people of all abilities and aptitudes, so increasing their life-chances.

### **Secondary Phase Achievements and Performance**

It is important to recognise the national reforms in public examinations that have taken place at each key stage when considering student outcomes in the secondary phase. The following paragraphs summarise the achievements and performance of THPT schools in the Secondary phase. The references made to school performance outcomes are based on the latest data released by the Department for Education (DfE), but it is to be noted that the data has yet to be finally validated by the DfE and may be subject to some change.

#### **2017 Key Stage 5:**

Reforms have included some radical changes to assessment regimes at A-Level. The following comments are a school-by-school basis for the 3 secondary schools with post-16 provision:

## STRATEGIC REPORT (continued)

### Secondary Phase Achievements and Performance (continued)

**Howard of Effingham School (HoE)** was judged *Outstanding* by Ofsted in 2009 and as such is exempt from routine inspections. It was one of the two co-founding schools when THPT was formed in 2013. In 2017, the school performed exceptionally well and the A-Level results are judged outstanding by any performance criteria, including the full national data set A-Level Performance System (ALPS) reflecting the overall outcomes to be awarded the second highest ALPS score. An ALPS score of 2 indicates outcomes are in the top 10% nationally. The Howard's Level 3 Value Added score, provided by the DfE, is also significantly above the national average. These results represented an improvement in achievement compared to the 2016 results; the 2017 cohort had very slightly lower average prior attainment than the students in 2016, yet gained significantly better results.

**Oxted School** joined THPT in September 2015 as a school judged *Good* by Ofsted in 2013, and awaits its first post-academy conversion inspection. In 2017, the school secured consistently good outcomes across all A-Level subjects in terms of meeting aspirational targets and an improvement in the ALPS score achieved. Thus, the 2017 results represented an improvement in achievement compared to 2016 performance, as the 2017 cohort was, on average, less able based on prior attainment than the students of 2016.

**Rydens Enterprise School (known as Three Rivers Academy since September 2017)** was rebrokered into the Partnership in September 2016 as an academy in an Ofsted category (May 2016), and has yet to be inspected following rebrokerage. Having joined THPT a year ago it has, therefore, only had the benefit of collaborative partnership working for that limited period. Given that the Year 13 curriculum and student recruitment to two-year A-Level courses were inherited from the predecessor school, the 2017 outcomes were improved in terms of value added against aspirational targets and the school's raised ALPS score compared to its performance in 2016.

### 2017 Key Stage 4:

At Key Stage 4, as well as national reforms to public examinations, the Government's key performance indicators have also undergone fundamental changes to assessment including new exam specifications, no coursework and the new 9-1 grading system for English and Maths. Such radical reforms have led to less predictable or reliable outcomes nationally. Consequently, it is likely to take 2 or 3 further years of results before the turbulence settles down.

In the interests of comparability from year to year, we have looked at each school's performance in the GCSE performance indicators of the percentage of Year 11 students who attained 9-4 in combined English and Maths (formerly A\*-C grades) together with other attainment and progress measures.

## STRATEGIC REPORT (continued)

### Secondary Phase Achievements and Performance (continued)

#### *School-by-school comments on unvalidated results:*

**Howard of Effingham School** achieved very pleasing combined English and Maths threshold measures of 81% of Year 11 students achieving grades 9-4, and 58% achieving 9-5. Both combined English and Maths threshold measures were significantly improved from 2016. The overall attainment measure, yet again, is very positive.

**Oxted School** achieved pleasing results in the core subjects. The combined English and Maths threshold measure for grades 9-4 is likely to be significantly above national at 70%, with a prior attainment at Key Stage 2 of national average.

**Thomas Knyvett College (TKC)** was a co-founding school when the MAT was formed in 2013. It was last inspected in 2013 (post joining THPT) when it was judged overall *Good* with *Outstanding* leadership. In 2017, the school performed exceptionally well. With a small Year 11 cohort (82) of whom only 70 had matched data, to achieve a near average threshold measure of 62% of Year 11 students achieving grades 9-4 in combined English and Maths from a KS2 average on entry of -1.9 APS below national (described by Ofsted as significantly below), is outstanding.

This overall attainment measure exceeded the FFT20 aggregate target. Thus, attainment in 2017 is a strength given that the Key Stage 4 curriculum prioritises the needs of TKC students and does not naturally facilitate Ebacc or other attainment and progress measure subjects.

In the early release unvalidated data, the progress of the whole cohort is exceptional. In addition, the unvalidated progress data for disadvantaged students also demonstrates exceptional performance showing there is no gap between the performance of disadvantaged students and all others. This is contrary to the Surrey and National trend for the performance of disadvantaged students, and demonstrates outstanding provision.

**Rydens Enterprise School (known as Three Rivers Academy since September 2017).** Remembering, once again, the school only joined THPT a year ago, there were some major successes in 2017 GCSE outcomes. In particular, to achieve a 16% increase of the combined 9-4 grades in English and Maths threshold measure compared to the 2016 performance reflects the huge improvement in the school in just one year. This rapid improvement in the school is reflected in the local community's increased confidence in the quality of education provided. One of the clearest indicators of this public confidence is a significant increase in the number of first choice applications for Year 7 places for September 2018. This, together with the exciting whole school rebuild project, which will provide state of the art educational accommodation (to be occupied in early Spring 2018), leads us to believe that the school has a very positive future within the Partnership.

### Primary Phase Achievements and Performance

The THPT primary phase continues to demonstrate a picture of strengthening improvement against both national benchmarks and Ofsted criteria. Each school has demonstrated notable gains since joining THPT with clear strengths against national measures. Equally, there remain different priorities for improving outcomes across each school and these areas are clearly reflected in the individual school priorities.

## STRATEGIC REPORT (continued)

### Primary Phase Achievements and Performance (continued)

The academic year 2016/17 saw all THPT primary schools making good progress against their planned priorities. This ongoing progress has been validated and praised by Ofsted in two of the schools over the last academic year. Both inspections praised the quality of leadership and the partnership working of THPT in improving outcomes for pupils.

Developments in teaching and learning have been at the heart of the school improvement plans and have included a wide range of staff training in key areas such as assessment, Singapore approaches to maths and developing writing. In addition to this, all primary phase schools have focused closely on developing their curriculum to further extend the breadth and relevance of content in meeting the demands of the National Curriculum.

The following paragraphs summarise the achievements and performance of THPT schools in the Primary phase. The references made to school performance outcomes are based on the latest data released by the Department for Education (DfE), but it is to be noted that the data has yet to be finally validated by the DfE and may be subject to some change.

**Kenyngton Manor Primary School (KMS)** The 2017 pupil outcomes, combined with a dramatically improved picture across the school in the quality of teaching, enabled the school to secure a *Good* judgement at their post-academy conversion Ofsted inspection in November 2016. The school had never previously achieved a *Good* judgement since Ofsted started inspecting nearly 25 years ago. In 2016, inspectors praised the school for the many improvements evident as a result of work undertaken post-conversion over the three year period since joining THPT.

The school continues to provide a wide range of support and opportunity for children of all abilities and aptitudes, including those from disadvantaged backgrounds. The quality of this provision was identified by Ofsted as a notable strength of the school.

**St Lawrence Primary School** The 2017 pupil outcomes at St Lawrence continue to improve dramatically. As with KMS, the progress made by the school in improving the quality of teaching and pupils outcomes enabled the school to achieve a *Good* judgement at their post-academy conversion Ofsted inspection in October 2017. The inspectors noted the gains made across all aspects of the school since joining THPT three years before. The judgement of *Good* represents the first positive inspection outcome for nearly 15 years for the school.

Pupil outcomes in 2017 were the strongest achieved by the school for a number of years. Early Years outcomes dramatically improved on 2016 with an above national average percentage of pupils achieving a *Good Level of Development*. Year 1 phonics and Key Stage 1 outcomes also increased on 2016 levels. At Key Stage 2, the school achieved well above national attainment in reading and pupils are now making improved rates of progress.

Following a period of considerable change and improvement, St Lawrence has made significant and sustained gains against all measurable outcomes. The school is inclusive and highly supportive of pupils with SEND and works closely with members of the community to secure good access to education for all children in the locality.

## STRATEGIC REPORT (continued)

### Primary Phase Achievements and Performance (continued)

**Cuddington Community Primary School (CCPS)** started working with THPT in Autumn 2014. The school was in a position of vulnerability following two consecutive *Requires Improvement* judgements and subsequent monitoring from Ofsted, indicating that school improvement was not moving rapidly enough. CCPS converted to academy status and joined the Partnership in July 2016. Since that time, with a combination of THPT partnership working and the appointment of a substantive Head, the school has made dramatic improvements, resulting in the school's 2017 outcomes falling in line with the national picture from a cohort of pupils who started below the national average. At their Ofsted inspection prior to joining THPT, Leadership, Early Years and Pupils' personal development and wellbeing were all judged to be *Good*. The school awaits a post-conversion Ofsted inspection.

**Eastwick Infant and Junior Schools** joined THPT in July 2016. Both schools were established, successful schools at the time of joining the Partnership, with *Good* inspection judgements from Ofsted. Currently, they are led by an experienced Head who joined the schools in September 2017. The schools work inclusively with centre provision for SEND pupils with an increasingly wide range of needs.

The quality of teaching and pupils' outcomes are notable strengths of the school. An established CPD and coaching programme has developed both classroom practice and leadership across the schools. The schools await a post-conversion Ofsted inspection.

### Financial review

#### *Financial report for the year*

Most of the schools' income is obtained from the Education Skills and Funding Agency (ESFA) in the form of the General Annual Grant (GAG), the use of which is restricted for education purposes. The grants received from the ESFA and other government bodies during the period and the associated expenditure are shown as restricted funds in the statement of financial activities.

The schools also received grant funding for capital investment and maintenance from the ESFA. In accordance with the Statement of Recommended Practice (SORP 2015), Accounting and Reporting by Charities, such a grant is shown in the statement of financial activities if spent during the period as restricted income within the fixed assets funds. The balance sheet restricted fixed assets fund is reduced by expenditure equivalent to any depreciation charges over the expected useful life of the assets concerned.

The total income for the year was £78,348,000 (2016 - £79,187,000). This included transfers to the Trust of £38,405,000 (2016 - £50,594,000) upon schools joining the trust. Also included within this balance was the General Annual Grant of £31,309,000 (2016 - £22,885,000) (see note 3).

## **STRATEGIC REPORT (continued)**

### **Financial review (continued)**

#### ***Financial report for the year (continued)***

The operational surplus for the year after transfers between funds, excluding the fixed assets fund, the pension reserve and the transfers into the Trust was £2,104,000 (2016 – surplus of £1,467,000).

At 31 August 2017, the Trust had total funds of £111,709,000 (2016 - £71,587,000). This was comprised of £107,425,000 (2016 - £68,545,000) of restricted funds and £4,284,000 (2016 - £3,042,000) of unrestricted general fund balances. The pension reserve balance, relating to the Local Government defined benefit scheme for non-teaching staff, was in deficit by £11,312,000 at 31 August 2017 (2016 – £10,664,000).

The results for the period are shown on page 28.

#### ***Reserves policy***

THPT is dependent on the flow of grants from the Education Funding and Skills Agency, which allows it to spend on today's students in addition to holding a level of reserves. THPT policy is to hold levels of reserves which recognise the responsibility of the Trust to support the education of current students, but which also allow the Trust to remain financially sustainable and to implement future strategies. The Trustees recognise therefore that the level of reserves held will be varied within acceptable parameters to reflect the Trusts activities, plans for growth, and the operating environment.

The Trust's current level of free reserves (comprising of the unrestricted general fund balance and GAG fund carry forward balance) was £5,595,000 at 31 August 2017 (2016 - £3,654,969) and is in accordance with the Board policy whereby the Trustees agree to set aside funds to support the growth of the MAT and to deliver school improvement where such activities cannot be met by future income alone.

The Trust had a consolidated pension scheme liability of £11,312,000 as at 31 August 2017 which forms part of restricted reserves. The disclosure does not mean that liability is already committed and is no longer available to the Trustees to further the Trust's objectives. In the short term, the cash flow impact of having a pension scheme liability may be that employer contributions may increase in order to reduce the liability.

#### ***Investment policy***

The Trust does not have any material investments.

#### ***Risk management***

The Trustees and Governors have assessed the major risks to which the Trust and each school is exposed, in particular those relating to the specific teaching, provision of facilities and other operational areas of the schools, and the Trust finances. The Trustees have monitored the effectiveness of Trust and school procedures implemented to mitigate risks that the schools face, especially in the operational areas; recruitment, health and safety (including safeguarding) and financial controls. Where significant financial risk still remains, they have ensured, where possible, that they have adequate insurance cover.

## STRATEGIC REPORT (continued)

### *Risk management (continued)*

A dedicated Audit Committee has responsibility for internal control; this is delegated by the Board of Trustees. The Audit Committee comprises four Trustees with the Director of Business and Finance and the CEO in attendance at meetings.

### *Financial and risk management objectives and policies*

The principal risk management objective of the Trust as stated in the risk management policy is to minimise all identified risks as outlined in the risk register, undertaking frequent review of identified risks and adopting mitigating actions where possible.

## PRINCIPAL RISKS AND UNCERTAINTIES

LGBs review their individual school risk registers and mitigating actions on a regular basis to ensure the management of key risks is regular and ongoing. Residual risk matrices are reviewed to ensure mitigation results in the reduction of the raw risk to an acceptable level within the school's risk appetite. THPT Audit Committee receives and reviews the composite Trust risk matrix and register on an annual basis using the same methodology to identify the scope of the identified risks, and any other mitigating actions that may be necessary. In this way, the Trust ensures that its strategic decision making is fully informed by the risk management protocols that are in place.

The major risks to which the Trust is exposed are: -

- ◆ Recruitment challenges posed by the increasingly difficult national teacher shortage situation

The Trust has a dedicated HR Recruitment team and under the leadership of the HR Director, a range of strategies to mitigate the teacher recruitment risk are in place.

- ◆ Turbulence in national attainment and progress measures which affect the public representation of the schools outcomes.
- ◆ Financial risks of funding rapid growth in the Trust membership
- ◆ Risk profile of potential schools joining the Trust

The THPT vision document demonstrates the Trust's agility to respond to expansion opportunities and threats appropriately. In mitigating these risks, Trustees are appraised of the risk profile of all potential schools, including geographical location, financial viability and the size of the school as well as a full analysis of existing school improvement capability. This helps to inform the resource requirements that will be necessary to support planned Trust expansion in terms of human resource capacity, access to appropriately skilled leaders, technical staff, and financial resources.

## PRINCIPAL RISKS AND UNCERTAINTIES (continued)

- ◆ Demographic changes in the communities served by THPT schools

Situated in Surrey in the South of England and in close proximity to London Boroughs and Local Authorities in neighbouring shire counties, the range of communities served by THPT schools is wide and diverse. Constant horizon scanning in terms of demographic trends and data is a key mitigation strategy in managing this risk, as is maintaining an open dialogue and a working relationship with the Local Authority on demographic matters.

- ◆ Developing and implementing Trust wide IT strategy and associated response to GDPR
- ◆ Completion of new build for Three Rivers Academy inherited by the Trust and successful decant in advance of March 2018.

## PLANS FOR FUTURE PERIODS

The vision of THPT is to support the continuous improvement of THPT schools and partners through collaborative working, in order to enhance the life chances for our students and benefit our local communities. The Trust's priority is to continue to improve the performance of its young people in all partnership schools as reflected in the mission statement "bringing out the best" and through activities in each school's Improvement Plan. Increased membership of the Trust will be managed in such a way as to ensure the realisation of the values and ethos of the Trust at all stages of development. Measured growth will ensure capacity and appropriate time scales for the induction of new schools to avoid risks associated with too rapid expansion.

Key challenges for the year ahead include: potentially on-boarding new joiner schools to the Trust; delivery of the whole school rebuild project at Three Rivers Academy planned in February 2018; progressing a successful application for a special free school to provide cross phase education for high functioning students who have an autistic spectrum condition, who are 7-19 years old. These students have communication and interaction needs which mean they are unable to be educated in mainstream settings.

In addition, Howard of Effingham School, the lead school in THPT, is supported by a National Leader of Education (NLE) and so is a designated National Support School, and a registered academy sponsor. Members of the Leadership Team across the Partnership are regularly requested by Surrey County Council and the Department for Education to undertake local improvement support for schools in challenging circumstances in the Surrey and surrounding area.

The Trust is continuing to work in partnership with Berkeley Homes to rebuild and expand Howard of Effingham School on a significantly larger site opposite the existing school. Funding for the project will be provided through enabling residential development.

**Trustees' report 31 August 2017**

**AUDITOR**

In so far as the Trustees are aware: -

- ♦ relevant audit information has been disclosed to The Trust's auditors; 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.

Trustees' report, incorporating a strategic report, approved by order of the members of the Board of Trustees on 18.12.17 and signed on its behalf by:



Chair of Trustees

## Governance statement 31 August 2017

### Scope of responsibility

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

The Board of Trustees has delegated the day-to-day responsibility to the 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 Trust and the Secretary of State for Education. The CEO is also responsible for reporting to the 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 Trust Board met 7 times from 1 September 2016 to 31 August 2017. Attendance at these meetings was as follows:

Trustee	Number of meetings attended	Out of a possible
Mrs R J Barnfield	7	7
Ms T Crombie	5	7
Mr J K Ripley	2	3 (resigned)
Mr M Swyny	6	7
Mrs G Walker	2	3 (resigned)
Mr C Williamson	7	7
Mr P Belok	7	7
Mr M Templeman	4	7
Mr S Callander	4	5 (resigned)
Ms J Cunliffe	3	4
Ms S Kolbush	3	4
Mr J Loy	3	4

The Audit Committee is a sub-committee of the main Trust Board and comprises four Trustees with the CEO and Director of Business & Finance in attendance.

The Trust Board has responsibility for long-term planning, resourcing and monitoring to ensure the delivery of the overall strategic plan and for the review of financial policies. The Audit Committee is responsible for the review of the management of internal financial controls, risk management and corporate governance within The Howard Partnership Trust.

Monitoring the implementation and effectiveness of all matters relating to school health and safety falls within the terms of reference of the main Trust Board.

The Audit Committee met twice during the year.

Trustee	Number of meetings attended	Out of a possible
Mr P Belok	2	2
Mr J K Ripley	1	1 (resigned)
Mr M Swyny	2	2
Mr M Templeton	2	2
Mr J Loy	1	1

### **Governance reviews**

In response to the latest government guidance and having regard to the THPT Articles of Association to reflect the latest DfE model articles, the Trust reviewed the constitution of all tiers of governance within THPT during 2016-17. This review was led by the Standards and Performance Committee and the recommendations from this committee were approved by THPT Board on 7 July 2017. Within the changes made, the number of Members is reduced from ten to between three and five; all of whom are to be skills-based appointments. Similarly, the Trust will no longer automatically appoint up to five Trustees from Ofsted-rated 'Good' and 'Outstanding' LGBs; appointments will be made to ensure an appropriate range of skills are incorporated across the Trust Board.

The impact of both of these changes ensure that an effective and well- resourced Trust Board is held accountable by a small, highly skilled group of members who are independent of Trustees. Members will have a clear understanding of the governance arrangements, with the skills and experience to provide necessary monitoring of the achievement the objects of the Trust and so act as guardians of the THPT ethos.

Since THPT was established as a MAT in 2013, it has experienced significant growth with an increase in the range and complexity of Trust Board activities. In recognition of the need to further review and develop proposals for an expansion of The Trust's committee structure in order to maximise efficiency and effectiveness within its ways of working, the Trust Board also approved the Standards and Performance Committee recommendations to commission an extended pilot modelling a single LGB in each academy without sub-committees for academic year 2017-18.

The role and responsibilities of the LGBs as committees of the Trust within each school have also been reviewed to streamline partnership working and focus on the critical monitoring of standards, teaching/learning and progress of the School Improvement Plan within each school.

The overarching revised Scheme of Delegation for the Trust which as currently drafted, encompasses governance and operational accountability, supports the governance structure developments above.

### **Review of value for Money**

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

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

- ◆ The review of all tiers of governance of the Trust to provide more effective and efficient scrutiny and challenge of the core purposes of the Trust.

**Review of value for Money (continued)**

- ◆ Continually reviewing the resource planning to ensure that curriculum delivery is as effective as possible. All secondary schools within the Trust use a remodelled curriculum led financial planning tool to assist with resource allocation. The improved financial performance for the Trust for 2016/17 whilst still focussing on student outcomes has created opportunities for planned expenditure on strategic initiatives to further support and enhance teaching and learning, as well as allow the implementation of rapid improvement strategies in schools within the Trust which are in more challenging circumstances.
- ◆ Following a support staff structure review, the stream lining of the business support infrastructure by the economies of scale provided by being part of a MAT have created not only cost efficiencies, but have provided an opportunity to recruit a THPT Procurement Officer to capitalise further on cost saving opportunities. In addition a THPT Director of IT has been recruited; this further supports the Trust's commitment to recruiting high quality teaching staff and talented business support personnel.

**The purpose of the system of internal control**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of THPT's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place at the Trust for the year ended 31 August 2017 and up to the date of approval of the annual report and financial statements.

**Capacity to handle risk**

The Trustees have reviewed the key risks to which the Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Trustees are of the view that there is an on-going process for identifying, evaluating and managing the Trust's significant risks that has been in place for the year ended 31 August 2017 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the 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 Trustees;
- ◆ regular reviews by the main Trust Board of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;

**The risk and control framework (continued)**

- ◆ setting targets to measure financial and other performance;
- ◆ clearly defined purchasing (asset purchase or capital investment) guidelines;
- ◆ delegation of authority and segregation of duties; and
- ◆ identification and management of risks.

The Trustees considered the need for a specific internal audit function and decided not to appoint an internal auditor during the period under review. However, the Trust Board has engaged its external auditors to perform a range of checks on the Trust's financial systems. On a yearly basis, the external auditor reports to the trustees on the operation of the systems of control and on the discharge of the Trustees' financial responsibilities.

**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 taken account of:

- ◆ the work of the external auditors;
- ◆ the financial management and governance self-assessment process;
- ◆ the strategic financial leadership and management by the Trust's Executive Leadership Team; and
- ◆ the work of the Senior Leadership Team within each school who have responsibility for the development and maintenance of the internal control framework.

The Accounting Officer has advised the Trust Board of the implications of the result of their review of the system of internal control and a plan to address any weaknesses and ensure continuous improvement of the system is in place.

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

  
(C WILLIAMSON)  
Chair of Trustees  
Approved on:

18.12.17

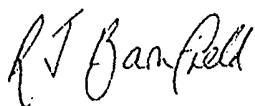
  
(R J BARNFIELD)  
CEO and Accounting Officer

**Statement on regularity, propriety and compliance 31 August 2017**

As Accounting Officer of The Howard Partnership Trust, I have considered my responsibility to notify the Trust Board of Trustees and the Education and Skills Funding Agency of material irregularity, impropriety and non-compliance with ESFA terms and conditions of funding, under the funding agreement in place between the Trust and the Secretary of State. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2016.

I confirm that I and the Trust's Board of Trustees are able to identify any material irregular or improper use of funds by the Trust, or material non-compliance with the terms and conditions of funding under the Trust's funding agreement and the Academies Financial Handbook 2016.

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.



RJ Barnfield  
Accounting Officer

Date: 18.12.17

## Statement of Trustees' responsibilities 31 August 2017

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Trust and of its income and expenditure for that period. In preparing these financial statements, the Trustees are required to:

- ♦ select suitable accounting policies and then apply them consistently;
- ♦ observe the methods and principles in the Charities' SORP 2015 and the ESFA;
- ♦ make judgments and estimates that are reasonable and prudent;
- ♦ state whether applicable United Kingdom Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ♦ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Trust will continue in operation.

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

The Trustees are responsible for ensuring that in its conduct and operation the Trust applies financial and other controls, which conform with the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from the ESFA/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 Trust's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by order of the Board of Trustees on 18.12.17 and signed on its behalf by:



C Williamson  
Chair of Trustees

**Independent auditor's report on the financial statements to the members of The Howard Partnership Trust**

**Opinion**

We have audited the financial statements of The Howard Partnership Trust (the parent 'charitable company') and its subsidiary (the 'group') for the year ended 31 August 2017 which comprise the group statement of financial activities, the group and charitable parent company balance sheets, the statement of cash flows, the principal accounting policies and the related notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice), Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (the Charities SORP 2015) and the Academies Accounts Direction 2016 to 2017.

This report is made solely to the charitable parent company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion, the financial statements:

- ♦ give a true and fair view of the state of the parent charitable company and the group's affairs as at 31 August 2017 and of the group income and expenditure for the year then ended;
- ♦ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- ♦ have been prepared in accordance with the requirements of the Companies Act 2006; and
- ♦ have been prepared in accordance with the Charities SORP 2015 and Academies Accounts Direction 2016 to 2017.

**Basis for opinion**

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

## **Independent auditor's report on the financial statements 31 August 2017**

### **Conclusions relating to going concern**

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

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

### **Other information**

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

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

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

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

- ◆ the information given in the Trustees' report including the strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the Trustees' report including the strategic report has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the strategic report.

## Independent auditor's report on the financial statements 31 August 2017

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

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 schools not visited by us; or
- ♦ the financial statements are not in agreement with the accounting records or 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 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 group and the charitable parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

*Buzzacott LLP 18 December 2017*

Shachi Blakemore (Senior Statutory Auditor)  
for and on behalf of Buzzacott LLP, Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL

## **Independent reporting accountant's report on regularity 31 August 2017**

### **Independent reporting accountant's assurance report on regularity to The Howard Partnership Trust and the Education and Skills Funding Agency**

In accordance with the terms of our engagement letter and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2016 to 2017, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by The Howard Partnership Trust during the period from 1 September 2016 to 31 August 2017 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 Howard Partnership Trust and the ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to The Howard Partnership Trust and the ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than The Howard Partnership Trust and the ESFA, for our work, for this report, or for the conclusion we have formed.

### **Respective responsibilities of The Howard Partnership Trust's Accounting Officer and the reporting accountant**

The Accounting Officer is responsible, under the requirements of The Howard Partnership Trust's funding agreement with the Secretary of State for Education dated 27 June 2011 and the Academies Financial Handbook 2016, extant from 1 September 2016, 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 ESFA. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period from 1 September 2016 to 31 August 2017 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

### **Approach**

We conducted our engagement in accordance with the Academies Accounts Direction 2016 to 2017 issued by the ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

## **Independent reporting accountant's report on regularity 31 August 2017**

### **Approach (continued)**

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

The work undertaken to draw to our conclusion includes:

- ◆ An assessment of the risk of material irregularity and impropriety across all of the Trust's activities;
- ◆ Further testing and review of the areas identified through the risk assessment including enquiry, identification of control processes and examination of supporting evidence across all areas identified as well as additional verification work where considered necessary; and
- ◆ Consideration of evidence obtained through the work detailed above and the work completed as part of our financial statements audit in order to support the regularity conclusion.

### **Conclusion**

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period from 1 September 2016 to 31 August 2017 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

*Buzzacott LLP 18 December 2017*

Buzzacott LLP  
Chartered Accountants  
130 Wood Street  
London  
EC2V 6DL

**Statement of financial activities** Year to 31 August 2017  
(Including income and expenditure account and statement of recognised gains and losses)

	Notes	Unrestricted general fund £'000	Restricted general funds £'000	Restricted fixed assets funds £'000	2017 Total funds £'000	2016 Total funds £'000
<b>Income from:</b>						
Donations and capital grants	1	428	2,637	—	3,065	1,928
.Transfer of surplus from existing schools	21b	—	35	—	35	—
.Transfer of existing academy into the Trust	21a	407	(2,041)	40,004	38,370	50,594
<b>Charitable activities</b>						
. Funding for the Trust's educational operations	3	488	34,428	—	34,916	25,386
Other trading activities	2	1,841	120	—	1,961	1,279
Investments		1	—	—	1	—
<b>Total income</b>		<b>3,165</b>	<b>35,179</b>	<b>40,004</b>	<b>78,348</b>	<b>79,187</b>
<b>Expenditure on:</b>						
Raising funds	4	123	—	—	123	130
<b>Charitable activities</b>						
. Trust's educational operations	5	1,809	36,250	2,318	40,377	29,332
<b>Total expenditure</b>	4	<b>1,932</b>	<b>36,250</b>	<b>2,318</b>	<b>40,500</b>	<b>29,462</b>
<b>Net income (expenditure)</b>		<b>1,233</b>	<b>(1,071)</b>	<b>37,686</b>	<b>37,848</b>	<b>49,725</b>
<b>Transfers between funds</b>	15	<b>9</b>	<b>(547)</b>	<b>538</b>	<b>—</b>	<b>—</b>
<b>Other recognised gains and losses</b>						
Actuarial gains (losses) on defined benefit pension scheme	22	—	2,274	—	2,274	(1,891)
<b>Net movement in funds</b>		<b>1,242</b>	<b>656</b>	<b>38,224</b>	<b>40,122</b>	<b>47,834</b>
<b>Reconciliation of funds</b>						
Fund balances brought forward at 1 September		3,042	(8,845)	77,390	71,587	23,753
<b>Fund balances carried forward at 31 August</b>		<b>4,284</b>	<b>(8,189)</b>	<b>115,614</b>	<b>111,709</b>	<b>71,587</b>

All of the Trust's activities derive from continuing operations during the above financial periods.

# **Balance sheets 31 August 2017**

	Notes	2017		2016	
		Group £'000	Trust £'000	Group £'000	Trust £'000
<b>Fixed assets</b>					
Tangible assets	12	102,606	102,559	77,390	77,341
<b>Current assets</b>					
Debtors	13	16,644	16,858	1,920	2,111
Cash at bank and in hand		9,556	9,474	5,138	5,072
		26,200	26,332	7,058	7,183
<b>Liabilities</b>					
Creditors: amounts falling due within one year	14	(5,785)	(5,775)	(2,197)	(2,178)
<b>Net current assets</b>		20,415	20,557	4,861	5,005
<b>Net assets excluding pension scheme liability</b>		123,021	123,116	82,251	82,346
Pension scheme liability	22	(11,312)	(11,312)	(10,664)	(10,664)
<b>Total net assets</b>		111,709	111,804	71,587	71,682
<b>Restricted funds</b>					
Fixed assets fund	15	115,614	115,567	77,390	77,341
Restricted income funds	15	3,123	3,123	1,819	1,819
Pension reserve	15	(11,312)	(11,312)	(10,664)	(10,664)
<b>Total restricted funds</b>		107,425	107,378	68,545	68,496
<b>Unrestricted income funds</b>					
General fund	15	4,284	4,426	3,042	3,186
<b>Total funds</b>		111,709	111,804	71,587	71,682

The financial statements on pages 28 to 54 were approved by the Trustees, and authorised for issue on 18.12.17 and are signed on their behalf by:



C Williamson  
Chair of Trustees

The Howard Partnership Trust  
Company Limited by Guarantee  
Registration Number: 07597068 (England and Wales)

## Statement of cash flows Year to 31 August 2017

		2017 £'000	2016 £'000
<b>Net cash inflow from operating activities</b>			
Net cash provided by operating activities	A	24,061	181
<b>Cash flows provided by (used in) investing activities</b>	B	(20,195)	1,389
Cash inflow from conversions		552	319
<b>Change in cash and cash equivalents in the year</b>		<b>4,418</b>	<b>1,889</b>
Cash and cash equivalents at 1 September		5,138	3,249
<b>Cash and cash equivalents at 31 August</b>	C	<b>9,556</b>	<b>5,138</b>

### A Reconciliation of income to net cash flow from operating activities

	2017 £'000	2016 £'000
<b>Net income for the year (as per the statement of financial activities)</b>	<b>37,848</b>	<b>49,725</b>
<b>Adjusted for:</b>		
Depreciation charges (note 12)	2,318	2,072
Capital grants from DfE and other capital income	(2,637)	(1,584)
Cash transferred on conversion	(552)	(319)
Interest receivable	(1)	—
Defined benefit pension scheme obligation and fixed assets transferred on conversion	(2,659)	(50,151)
Defined benefit pension scheme cost less contributions payable (note 22)	620	116
Defined benefit pension scheme finance cost (note 22)	261	229
(Increase) in debtors	(14,725)	(1,123)
Increase in creditors	3,588	1,216
<b>Net cash provided by operating activities</b>	<b>24,061</b>	<b>181</b>

### B Cash flows from investing activities

	2017 £'000	2016 £'000
Dividends, interest and rents from investments	1	—
Purchase of tangible fixed assets	(22,833)	(196)
Capital grants from DfE/ESFA	2,637	1,584
<b>Net cash (used in) provided by investing activities</b>	<b>(20,195)</b>	<b>1,388</b>

### C Analysis of cash and cash equivalents

	2017 £'000	2016 £'000
Cash at bank and in hand	9,556	5,138
<b>Total cash and cash equivalents</b>	<b>9,556</b>	<b>5,138</b>

## **Principal accounting policies 31 August 2017**

### **Statement of accounting policies**

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

### **Basis of preparation**

The financial statements of the Trust, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements 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 2016 to 2017 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

The Howard Partnership Trust meets the definition of a public benefit entity under FRS 102.

These financial statements have been rounded to the nearest thousand pounds sterling.

### **Basis of consolidation**

The consolidated statement of financial activities and group balance sheet include the financial results of the Trust and the trading subsidiary, THPT Services Limited, for the year ended 31 August 2017.

No separate statement of financial activities has been presented for The Howard Partnership Trust alone, as permitted by Section 4 of the Companies Act 2006.

### **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 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 Trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Trust's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

**Income**

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

**Grants**

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

The General Annual Grant is recognised in full in the statement of financial activities in the year for which it is receivable and any abatement in respect of the period is deducted from income and recognised as a liability.

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

**Donations**

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

**Other income**

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

**Donated goods, facilities and services**

The assets and liabilities of schools joining the Trust have been valued at fair value. The fair value has been derived based on that of equivalent items. The amounts have been recognised under the appropriate balance sheet categories, with a corresponding amount recognised within *Donations – transfer from existing academy into the Trust* in the statement of financial activities and analysed under unrestricted funds, restricted general funds and restricted fixed asset funds. Further details of the transactions are set out in note 21.

### **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 Trust's educational operations, including support costs and costs relating to the governance of the Trust apportioned to charitable activities.

All resources expended are stated net of recoverable VAT.

### **Tangible fixed assets**

Assets costing £5,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the balance sheet at cost and depreciated over their expected useful economic life. The related grants are credited to a restricted fixed asset fund in the statement of financial activities and carried forward in the balance sheet. Depreciation on such assets is charged to the restricted fixed assets fund in the statement of financial activities so as to reduce the fund over the useful economic life of the related asset on a basis consistent with the Trust's depreciation policy.

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

Freehold buildings	2% per annum
Fixtures, fittings and equipment	10-20% per annum
Motor vehicles	20% per annum
Computer equipment	33% per annum

Depreciation is charged from the month of acquisition.

## Principal accounting policies 31 August 2017

### **Tangible fixed assets (continued)**

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

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

### **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 Trust anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

### **Leased assets**

Rentals under operating leases are charged on a straight line basis over the lease term.

### **Financial instruments**

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

*Financial assets* – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 13. Prepayments are not financial instruments. Amounts due to the charity's wholly owned subsidiary are held at face value less any impairment.

*Cash at bank* – is classified as a basic financial instrument and is measured at face value.

*Financial liabilities* – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 14. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument. Amounts due to charity's wholly owned subsidiary are held at face value less any impairment.

### **Taxation**

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

### **Pensions benefits**

Retirement benefits to employees of the 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 Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 22, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded scheme and the assets are held separately from those of the 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 is also recognised in the statement of financial activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

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

### **Fund accounting**

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

Restricted fixed assets funds are resources which are to be applied to specific capital purposes imposed by the Education and Skills Funding Agency, Department for Education or other funders where the asset acquired or created is held for a specific purpose.

Restricted ESFA funds comprise all other grants received from the Education and Skills Funding Agency.

Restricted other funds comprise all other restricted funds received and include grants from the Local Authority, Surrey County Council.

## Principal accounting policies 31 August 2017

### **Critical accounting estimates and areas of judgement**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

### **Critical accounting estimates and assumptions**

The Trust makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

- ◆ The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 22, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 August 2017. 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.
- ◆ The net book value of tangible fixed assets is based on the original cost of the asset net of provision for depreciation. The depreciation provision to date is based on the trustees' assessment of the estimated useful economic lives of such assets.
- ◆ The values attributed to properties donated to the Trust are initially recognised based on an independent professional valuation. The property's condition, the nature of educational use, and the geographical location are taken into consideration in estimating the value.

### **Agency arrangements**

The Trust acts as an agent in distributing 16-19 bursary funds from the ESFA. Payments received from the ESFA and subsequent disbursements to students are excluded from the statement of financial activities as the Trust does not have control over the charitable application of the funds. The funds received and paid and any balances held are disclosed in note 24.

## Notes to the financial statements Year to 31 August 2017

### 1 Donations and capital grants

	Unrestricted funds £'000	Restricted funds £'000	Restricted fixed assets funds £'000	2017 Total funds £'000	2016 Total funds £'000
Capital grants	—	2,637	—	2,637	1,584
Other donations	428	—	—	428	344
	428	2,637	—	3,065	1,928

### 2 Other trading activities

	Unrestricted funds £'000	Restricted funds £'000	2017 Total funds £'000	2016 Total funds £'000
Hire of facilities	294	—	294	221
Trip income	1,160	—	1,160	817
Catering income	12	—	12	29
Nursery services	122	—	122	32
Provision of teaching services	—	—	—	42
Wraparound Care	212	—	212	51
Miscellaneous income	42	120	161	87
	1,841	120	1,961	1,279

### 3 Funding for Trust's educational operations

	Unrestricted funds £'000	Restricted funds £'000	2017 Total funds £'000	2016 Total funds £'000
<b>DfE / ESFA grants</b>				
General Annual Grant (GAG)	—	31,309	31,309	22,885
Pupil Premium	—	1,181	1,181	792
Other DfE / ESFA	—	613	613	267
	—	33,103	33,103	23,944
<b>Other Government grants</b>				
Children's Centre and Nursery	87	91	178	158
Local authority grants	—	1,234	1,234	747
Wraparound Care	175	—	175	—
	262	1,325	1,587	905
<b>Non-Government funding</b>				
Other income from the Trust's educational operations	226	—	226	537
	488	34,428	34,916	25,386

## Notes to the financial statements Year to 31 August 2017

### 4 Expenditure

	Staff costs £'000	Non pay expenditure		2017 Total funds £'000	2016 Total funds £'000
		Premises £'000	Other costs £'000		
Expenditure on raising funds	84	—	39	123	130
Trust's educational operations					
.. Direct costs	24,995	—	3,080	28,075	20,539
.. Allocated support costs	4,530	5,732	2,040	12,302	8,793
	29,609	5,732	5,159	40,500	29,462

	2017 Total funds £'000	2016 Total funds £'000
<b>Net income (expenditure) for the year includes:</b>		
Operating lease rentals	32	41
Depreciation	2,318	2,072
Fees payable to auditor		
. Audit	35	34
. Other services	26	33

### 5 Charitable activities - academy's educational operations

	Unrestricted funds £'000	Restricted funds £'000	2017 Total funds £	2016 Total funds £
Direct costs	—	28,075	28,075	20,539
Support costs	1,809	10,493	12,302	8,793
	1,809	38,568	40,377	29,332

	2017 Total funds £'000	2016 Total funds £'000
<b>Analysis of support costs</b>		
Support staff costs	4,530	3,229
Depreciation	2,318	2,072
Technology costs	299	84
Premises costs	3,414	2,184
Other support costs	1,614	1,127
Governance costs	127	97
<b>Total support costs</b>	<b>12,302</b>	<b>8,793</b>

## Notes to the financial statements Year to 31 August 2017

### 6 Comparative information

Analysis of income and expenditure in the year ended 31 August 2016 between restricted and unrestricted funds:

	Unrestricted general fund £000	Restricted funds		Fixed assets fund £000	2016* Total funds £000
		ESFA £000	Other £000		
<b>Income from:</b>					
Donations and capital grants	235	—	109	1,584	1,928
Transfer from local authority on conversion	443	(4,535)	—	54,686	50,594
Charitable activities					
Funding for the Trust's educational operations	537	23,944	905	—	25,386
Other trading activities	1,279	—	—	—	1,279
<b>Total income</b>	<b>2,494</b>	<b>19,409</b>	<b>1,014</b>	<b>56,270</b>	<b>79,187</b>
<b>Expenditure on:</b>					
Raising funds	130	—	—	—	130
Charitable activities					
Trust's educational operations	1,432	23,842	1,986	2,072	28,332
<b>Total expenditure</b>	<b>1,562</b>	<b>23,842</b>	<b>1,986</b>	<b>2,072</b>	<b>29,462</b>
<b>Net income (expenditure)</b>	<b>932</b>	<b>(4,433)</b>	<b>(972)</b>	<b>54,198</b>	<b>49,725</b>
<b>Transfers between funds</b>	<b>—</b>	<b>(16)</b>	<b>1,520</b>	<b>(1,504)</b>	<b>—</b>
<b>Other recognised gains and losses</b>					
Actuarial losses on defined benefit pension scheme	—	(1,891)	—	—	(1,891)
<b>Net movement in funds</b>	<b>932</b>	<b>(6,341)</b>	<b>548</b>	<b>52,694</b>	<b>47,834</b>
<b>Reconciliation of funds</b>					
Fund balances brought forward at 1 September	2,110	(3,710)	657	24,696	23,753
<b>Fund balances carried forward at 31 August</b>	<b>3,042</b>	<b>(10,051)</b>	<b>1,206</b>	<b>77,390</b>	<b>71,587</b>

## Notes to the financial statements Year to 31 August 2017

### 7 Staff

#### a) Staff costs

Staff costs during the period were:

	2017 Total funds £'000	2016 Total funds £'000
Wages and salaries	22,594	16,807
Social security costs	1,930	1,297
Pension costs	4,643	3,334
Apprenticeship levy	44	—
	29,211	21,438
Supply staff costs	375	154
Staff restructuring costs	23	10
	29,609	21,602

Staff costs in the prior year reflect only two months' worth of costs for Eastwick Schools and Cuddington Community Primary School. Additionally, no comparative costs are included above in the prior year in relation to Three Rivers Academy which joined the Trust on 1 September 2016.

	2017 £'000	2016 £'000
<b>Staff restructuring costs comprise</b>		
Redundancy payments	—	1
Severance payments	23	9
	23	10

#### b) Staff severance payments

Included in staff costs are non-statutory/non-contractual severance payments totalling £22,900. Individually the payments were for £3,000, £4,100, £4,800 and £11,000 (2016: individual payments were £5,850 and £2,750).

#### c) Staff numbers

The average number of staff (including the senior management team) employed by the Trust during the year was as follows:

Charitable activities	2017 No	2016 No
Teachers	419	358
Administration and support	442	391
Management	26	23
	887	772

## Notes to the financial statements Year to 31 August 2017

### 7 Staff (continued)

#### d) Higher paid staff

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

	2017 No	2016 No
£60,001 - £70,000	16	9
£70,001 - £80,000	3	3
£80,001 - £90,000	5	3
£90,001 - £100,000	—	1
£110,001 - £120,000	1	—
£160,001 - £170,000	—	1
£180,001 - £190,000	1	—

Apart from one staff member, all of the above employees participated in the Teachers Pension Scheme or the Local Government Pension Scheme. During the year ended 31 August 2017, pension contributions for these staff amounted to £302,243 (2016 - £217,139).

#### e) Key management personnel

The key management personnel of the Trust comprise the Trustees and the Executive Leadership team as listed on page 1. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the Trust was £669,307 (2016: £419,626).

### 8 Trustees' remuneration and expenses

The Chief Executive Officer only receives remuneration in respect of services provided undertaking the role of Chief Executive Officer and not in respect of services as a Trustee. Other Trustees did not receive any payments, other than expenses, from the Trust in respect of their roles as Trustees. The value of Trustees' remuneration and other benefits for the year ended 31 August 2017 for their period of office as a Trustee was as follows:

	2017 £'000	2016 £'000
R Barnfield, CEO		
Remuneration	185 – 190	160-165
Employer's pension contributions	0 - 5	20-25

During the year ended 31 August 2017, Trustees' travel and subsistence expenses totalled £196 for one Trustee (2016 - £236 for one Trustee).

Other related party transactions involving the Trustees are set out in note 23.

## Notes to the financial statements Year to 31 August 2017

### 9 Trustees' and officers' insurance

In accordance with normal commercial practice, the Trust has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on Trust business. The insurance provides cover up to £2,000,000 on any one claim and cost for the year ended 31 August 2017 was £845 (2016 - £845).

### 10 Wholly owned trading subsidiary

The Trust owns 100% of the issued ordinary share capital of THPT Services Limited, a company incorporated in England. The principal activities of the subsidiary are the provision of nursery services.

A summary of the result for the year and position at the year end of THPT Services Limited, which have been included in these consolidated financial statements, is shown below:

	31 August 2017 £'000	3 March 2015 to 31 August 2016 £'000
Turnover	122	76
Costs of sales	(109)	(42)
<b>Gross profit</b>	<b>13</b>	<b>34</b>
Administration costs	(13)	(129)
<b>Loss on ordinary activities</b>	<b>(—)</b>	<b>(95)</b>
Gift aid payment	—	—
<b>Retained in subsidiary</b>	<b>—</b>	<b>(95)</b>
<b>Balance sheet:</b>		
Assets	133	122
Liabilities	(228)	(217)
	<b>(95)</b>	<b>(95)</b>
<b>Represented by:</b>		
Profit and loss account	(95)	(95)
Shareholders' funds	(95)	(95)

### 11 Central services

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

- ♦ Strategic leadership support
- ♦ Educational support services
- ♦ Human Resources consultancy and support;
- ♦ Financial, IT and business support services; and
- ♦ Project management services.

The Trust charges for these services on the following basis:

A total fee of up to 5% of budgeted income including a variable portion based on numbers on roll and Ofsted rating.

## Notes to the financial statements Year to 31 August 2017

### 11 Central services (continued)

The actual amounts charged during the year were as follows:

	2017 £'000	2016 £'000
Howard of Effingham School	211	223
Thomas Knyvett College	138	207
Kenyngton Manor School	38	91
St Lawrence School	38	64
Oxted School	355	361
Cuddington School	34	—
Eastwick School	103	—
Three Rivers Academy	160	—
	<b>1,077</b>	<b>946</b>

### 12 Tangible fixed assets

Group	Freehold buildings £'000	Leasehold buildings £'000	Assets under construction £'000	Computer equipment, furniture and fittings £'000	Motor vehicles £'000	Total funds £'000
<b>Cost/valuation</b>						
At 1 September 2016	67,656	5,834	—	8,151	15	81,656
Transfer into the Trust	—	—	4,620	75	6	4,701
Additions	91	—	22,295	447	—	22,833
At 31 August 2017	<b>67,747</b>	<b>5,834</b>	<b>26,915</b>	<b>8,673</b>	<b>21</b>	<b>109,190</b>
<b>Depreciation</b>						
At 1 September 2016	2,907	134	—	1,216	9	4,266
Charge in year	1,355	117	—	842	4	2,318
At 31 August 2017	<b>4,262</b>	<b>251</b>	<b>—</b>	<b>2,058</b>	<b>13</b>	<b>6,584</b>
<b>Net book value</b>						
At 31 August 2017	<b>63,485</b>	<b>5,583</b>	<b>26,915</b>	<b>6,615</b>	<b>8</b>	<b>102,606</b>
At 31 August 2016	<b>64,749</b>	<b>5,700</b>	<b>—</b>	<b>6,935</b>	<b>6</b>	<b>77,390</b>

## Notes to the financial statements Year to 31 August 2017

### 12 Tangible fixed assets (continued)

Trust	Freehold buildings £'000	Leasehold buildings £'000	Assets under construction £'000	Computer equipment, furniture and fittings £'000	Motor vehicles £'000	Total funds £'000
<b>Cost/valuation</b>						
At 1 September 2016	67,606	5,834	—	8,151	15	81,606
Transfer into the Trust	—	—	4,620	75	6	4,701
Additions	91	—	22,295	447	—	22,833
At 31 August 2017	67,697	5,834	26,915	8,673	21	109,140
<b>Depreciation</b>						
At 1 September 2016	2,905	134	—	1,216	9	4,264
Charge in year	1,354	117	—	842	4	2,317
At 31 August 2017	4,259	251	—	2,058	13	6,581
<b>Net book value</b>						
At 31 August 2017	63,438	5,583	26,915	6,615	8	102,559
At 31 August 2016	64,701	5,700	—	6,934	6	77,341

The freehold buildings relate to:

- i. The Howard of Effingham School site at Lower Road;
- ii. The Thomas Knyvett College site at Stanwell Road;
- iii. The St Lawrence School site at Effingham Common Road;
- iv. The Oxted School site at Bluehouse Lane;
- v. The Eastwick Schools site at Eastwick Drive;

The leasehold buildings relate to the Kenyngton Manor School site at Bryony Way and the Cuddington Community Primary School site at Salisbury Road.

Assets under construction relate to the redevelopment project in relation to Three Rivers Academy. The new school is being constructed on freehold land which was transferred from Rydens Enterprise School and Sixth Form College on 1 September 2016.

From a consistent accounting perspective, at 31 August 2017 the sites were designated for educational purposes only. The land has no open market value and hence the value in these financial statements relate to the school buildings only, which are included at a depreciated replacement cost valuation.

The fixed assets fund also includes £13,008 (2016 - £nil) of capital grants held as cash at the year end.

## Notes to the financial statements Year to 31 August 2017

### 13 Debtors

	Group 2017 £'000	Trust 2017 £'000	Group 2016 £'000	Trust 2016 £'000
Trade debtors	37	100	350	393
VAT recoverable	408	408	200	200
Amount due from subsidiary	—	212	—	201
Other debtors	15,665	15,607	261	211
Prepayments and accrued income	534	531	1,109	1,106
	<b>16,644</b>	<b>16,858</b>	<b>1,920</b>	<b>2,111</b>

Included within the Trust debtors are amounts due within more than one year of £150,000 (2016 - £150,000).

Other debtors at 31 August 2017 includes proceeds of £15,578,818 in relation to the disposal of freehold land and buildings at Three Rivers Academy which took place in the 2015/16. This balance will be drawn down over the course of the redevelopment project, currently scheduled to complete in February 2018.

### 14 Creditors: amounts falling due within one year

	Group 2017 £'000	Trust 2017 £'000	Group 2016 £'000	Trust 2016 £'000
Trade creditors	2,287	2,283	408	403
Taxation and social security	553	552	425	424
Other creditors	93	93	137	135
Accruals and deferred income	2,852	2,847	1,227	1,216
	<b>5,785</b>	<b>5,775</b>	<b>2,197</b>	<b>2,178</b>

	Group 2017 £'000	Trust 2017 £'000	Group 2016 £'000	Trust 2016 £'000
<b>Deferred income</b>				
Deferred Income at 1 September	310	302	121	121
Amounts released from previous years	(310)	(302)	(121)	(121)
Resources deferred in the year	329	329	310	302
Deferred Income at 31 August	<b>329</b>	<b>329</b>	<b>310</b>	<b>302</b>

Deferred income relates to funding received in advance for various educational and sporting activities.

## Notes to the financial statements Year to 31 August 2017

### 15 Funds

	Balance at 1 September 2016 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2017 £'000
<b>ESFA revenue grant fund</b>					
. General Annual Grant (GAG)	613	31,309	(30,611)	—	1,311
. Pupil Premium	—	1,181	(1,181)	—	—
. Other ESFA/DfE grants	—	613	(529)	—	84
. Pension reserve	(10,664)	(2,041)	(881)	2,274	(11,312)
	(10,051)	31,062	(33,202)	2,274	(9,917)
<b>Fixed assets fund</b>					
. Fixed assets fund	77,390	—	(2,318)	538	75,610
. Transfer on conversion	—	40,004	—	—	40,004
	77,390	40,004	(2,318)	538	115,614
<b>Other funds</b>					
. Local authority grants	—	1,234	(1,234)	—	—
. ESFA capital revenue grants	1,160	2,672	(1,626)	(538)	1,668
. Other restricted grants	46	211	(188)	(9)	60
	1,206	4,117	(3,048)	(547)	1,728
<b>Total restricted funds</b>	<b>68,545</b>	<b>75,183</b>	<b>(38,568)</b>	<b>2,265</b>	<b>107,425</b>
<b>Unrestricted funds</b>					
General funds	3,042	3,165	(1,932)	9	4,284
<b>Total unrestricted funds</b>	<b>3,042</b>	<b>3,165</b>	<b>(1,932)</b>	<b>9</b>	<b>4,284</b>
<b>Total funds</b>	<b>71,587</b>	<b>78,348</b>	<b>(40,500)</b>	<b>2,274</b>	<b>111,709</b>

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

#### **ESFA revenue grant fund and other restricted funds**

These grants relate to the Trust's educational operations and development.

#### **General Annual Grant (GAG)**

Under the funding agreement with the Secretary of State, the Trust was not subject to limits on the amount of GAG that it could carry forward at 31 August 2017.

#### **Pension reserve**

The pension reserve relates to the Trust's Local Government Pension Scheme liability for support staff.

#### **Fixed asset fund**

This fund represents the tangible fixed assets of the Trust including unspent grants received from the ESFA, together with contributions from other funds, in order to carry out work of a capital nature.

## Notes to the financial statements Year to 31 August 2017

### 15 Funds (continued)

#### *Fixed asset fund*

The Trust's policy is to review substantial capital and maintenance projects once they are complete to assess whether they are capital or maintenance in nature. Spending on capital projects is then transferred to the fixed assets fund, while spending on maintenance is expensed. Amounts transferred in the year represent capital expenditure funded by School Condition Allocation maintenance grants where the project was completed in the year.

#### *Analysis of academies by fund balance*

Fund balances at 31 August were allocated as follows:

	2017 £'000	2016 £'000
Howard of Effingham School	1,387	1,121
Thomas Knyvett College	1,228	1,099
Kenyngton Manor School	671	376
St Lawrence School	170	108
Oxted School	935	449
Cuddington School	337	251
Eastwick School	108	30
Three Rivers Academy	611	—
Central services	2,102	1,571
<b>Total before fixed assets and pension reserve</b>	<b>7,549</b>	<b>5,005</b>
Restricted fixed asset fund	115,567	77,341
Pension liability	(11,312)	(10,664)
<b>Total for academy trust</b>	<b>111,804</b>	<b>71,682</b>
THPT Services Ltd:		
Restricted fixed asset	48	50
Other funds	(143)	(144)
<b>Total for the group</b>	<b>111,709</b>	<b>71,587</b>

#### *Analysis of academies by cost*

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

	Teaching and educational support costs £'000	Other support staff costs £'000	Educational supplies £'000	Other costs (excluding depreciation) £'000	2017 £'000	2016 £'000
Howard of Effingham School	5,308	810	958	961	8,037	9,082
Thomas Knyvett College	2,702	524	304	675	4,205	3,697
Kenyngton Manor School	1,450	213	129	288	2,080	1,935
St Lawrence School	618	168	86	159	1,031	1,150
Oxted School	7,025	1,058	837	1,089	10,009	9,978
Cuddington School	695	175	30	191	1,091	165
Eastwick School	2,590	354	254	534	3,732	602
Three Rivers Academy	4,073	578	508	795	5,954	—
THPT central services	534	650	—	1,821	3,005	1,609
	<b>24,995</b>	<b>4,530</b>	<b>3,106</b>	<b>6,513</b>	<b>39,144</b>	<b>28,217</b>

## Notes to the financial statements Year to 31 August 2017

### 16 Analysis of net assets between funds

Group	General funds £'000	Restricted General funds £'000	Restricted Fixed Assets fund £'000	Total 2017 £'000
<b>Fund balances at 31 August 2017 are represented by:</b>				
Tangible fixed assets	—	—	102,606	102,606
Current assets	4,284	8,908	13,008	26,200
Current liabilities	—	(5,785)	—	(5,785)
Pension scheme liability	—	(11,312)	—	(11,312)
<b>Total net assets</b>	<b>4,284</b>	<b>(8,189)</b>	<b>115,614</b>	<b>111,709</b>

Trust	General funds £'000	Restricted General funds £'000	Restricted Fixed Assets fund £'000	Total 2017 £'000
<b>Fund balances at 31 August 2017 are represented by:</b>				
Tangible fixed assets	—	—	102,559	102,559
Current assets	4,426	8,898	13,008	26,332
Current liabilities	—	(5,775)	—	(5,775)
Pension scheme liability	—	(11,312)	—	(11,312)
<b>Total net assets</b>	<b>4,426</b>	<b>(8,189)</b>	<b>115,567</b>	<b>111,804</b>

### 17 Capital commitments

	2017 £'000	2016 £'000
Contracted for, but not provided in the financial statements	1,016	661

### 18 Commitments under operating leases

#### *Operating leases*

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

	2017 £'000	2016 £'000
Amounts due within one year	6	25
Amounts due between two and five years inclusive	—	5
	<b>6</b>	<b>30</b>

## Notes to the financial statements Year to 31 August 2017

### 19 Contingent liabilities

During the period of the Funding Agreement, in the event of the sale or disposal by other means of any asset for which a Government capital grant was received, the Trust is required either to re-invest the proceeds or to repay to the Secretary of State for Education the same proportion of the proceeds of the sale or disposal as equates with the proportion of the original cost met by the Secretary of State. Upon termination of the Funding Agreements, whether as a result of the Secretary of State or the Trust serving notice, the Trust shall repay to the Secretary of State sums determined by reference to:

- a) the value at that time of the Trust's site and premises and other assets held for the purpose of the Trust; and
- b) the extent to which expenditure incurred in providing those assets was met by payments by the Secretary of State under the Funding Agreement.

### 20 Members' liability

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

### 21a Transfer of existing Academy to the Trust

On 1 September 2016, Three Rivers Academy (formerly known as Rydens Enterprise School and Sixth Form College), an existing academy, joined the Trust for £nil consideration.

The transfers have been accounted for using the acquisition method. The assets and liabilities transferred were valued at their fair value and recognised in the balance sheet under the appropriate headings with a corresponding net amount recognised as net income in the statement of financial activities as Donations- transfer from existing Academy.

The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the statement of financial activities.

	Unrestricted funds £'000	Restricted general funds £'000	Restricted fixed asset funds £'000	Total £'000
Tangible fixed assets				
Freehold land and buildings	—	—	4,620	4,620
Other tangible fixed assets	—	—	81	81
Budget surplus on LA funds	147	—	—	147
Budget surplus on other school funds	260	—	—	260
LGPS pension surplus/(deficit)	—	(2,041)	—	(2,041)
Other identified assets and liabilities	—	—	35,303	35,303
<b>Net assets (liabilities)</b>	<b>407</b>	<b>(2,041)</b>	<b>40,004</b>	<b>38,370</b>

## **Notes to the financial statements Year to 31 August 2017**

### **21b Transfer of surplus from existing schools**

During the year £35,000 was transferred from local authorities in relations to schools that joined the Trust in year ended 31 August 2016.

### **22 Pension and similar obligations**

The 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 Surrey County Council. Both are multi-employer defined benefit schemes.

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

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

#### ***Teachers' Pension Scheme***

##### ***Introduction***

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

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

##### ***Valuation of the Teachers' Pension Scheme***

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

- ♦ employer contribution rates set at 16.48% of pensionable pay (including a 0.08% employer administration charge)

## 22 Pension and similar obligations (continued)

### *Teachers' Pension Scheme (continued)*

#### *Introduction (continued)*

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

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

The employer's pension costs paid to TPS in the period amounted to £3,302,975 (2016: £2,473,155).

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

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

#### **Local Government Pension Scheme (LGPS)**

The LGPS is a funded defined-benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2017 was £1,506,000, of which employer's contributions totalled £1,214,000 and employees' contributions totalled £292,000. The agreed contribution rates for future years are unknown pending valuation information.

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.

## 22 Pension and similar obligations (continued)

### Local Government Pension Scheme (LGPS) (continued)

Principal Actuarial Assumptions	At 31 August 2017	At 31 August 2016
Rate of increase in salaries	2.7%	2.4%
Rate of increase for pensions in payment / inflation	2.4%	2.1%
Discount rate for scheme liabilities	2.5%	2.1%
Inflation assumption (CPI)	2.4%	2.1%

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

	At 31 August 2017	At 31 August 2016
<i>Retiring today</i>		
Males	22.5	22.5
Females	24.6	24.6
<i>Retiring in 20 years</i>		
Males	24.1	24.5
Females	26.4	26.9

	At 31 August 2017 £'000
Discount rate +0.1%	609
Mortality assumption – 1 year increase	952
CPI rate +0.1%	(481)

The Academy's share of the assets and liabilities in the scheme were:

	Fair value at 31 August 2017 £'000	Fair value at 31 August 2016 £'000
Equities	9,534	7,042
Corporate bonds	1,933	1,596
Property	902	564
Cash and other liquid assets	515	188
<b>Total market value of assets</b>	<b>12,884</b>	<b>9,390</b>
<b>Present value of scheme liabilities</b>		
Funded	(24,196)	(20,054)
<b>Deficit in the scheme</b>	<b>(11,312)</b>	<b>(10,664)</b>

**Notes to the financial statements** Year to 31 August 2017

**22 Pension and similar obligations (continued)**

***Local Government Pension Scheme (LGPS) (continued)***

	2017 £'000	2016 £'000
<b>Amounts recognised in statement of financial activities</b>		
Current service cost	1,834	1,049
Net interest cost	261	229
<b>Total amount recognised in the SOFA</b>	<b>2,095</b>	<b>1,278</b>
<b>Changes in the present value of defined benefit obligations were as follows:</b>	<b>2017 £'000</b>	<b>2016 £'000</b>
At 1 September	20,054	8458
Inherited on transfer of existing academy	4,280	7280
Current service cost	1,834	1,049
Interest cost	491	455
Employee contributions	292	218
Actuarial (gain) loss	(2,626)	2,665
Benefits paid	(129)	(71)
<b>At 31 August</b>	<b>24,196</b>	<b>20,054</b>
<b>Changes in the fair value of the Trust's share of scheme assets:</b>	<b>2017 £'000</b>	<b>2016 £'000</b>
At 1 September	9,390	4,565
Inherited on transfer of existing academy	2,239	2,745
Interest income	230	226
Actuarial (loss) gain	(352)	774
Employer contributions	1,214	933
Employee contributions	292	218
Benefits paid	(129)	(71)
<b>At 31 August</b>	<b>12,884</b>	<b>9,390</b>

**23 Related party transactions**

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

The Trust has granted loans totalling £150,000 to its wholly owned subsidiary, THPT Services Limited. The loans are secured on the assets of THPT Services Limited and is repayable over five years. Interest is being charged on the loan at 1.5%. At the year end, the full balance was outstanding and is included within debtors.

No further related party transactions took place in the period of account.

## **Notes to the financial statements Year to 31 August 2017**

### **24 Agency arrangements**

The Trust distributes 16-19 bursary funds to students as an agent for the ESFA. In the accounting period ended 31 August 2017 the Trust received £47,336 and disbursed £37,799 from the fund. An amount of £9,537 is included in other creditors relating to undistributed funds that are repayable to the ESFA.

### **25 Events after the balance sheet date**

There were no post balance sheet events.