

Registration number: 09306360

# The Keys Federation

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 August 2017

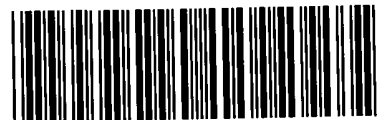


# HALLIDAYS

MORE THAN JUST ACCOUNTANTS

Hallidays  
Riverside House  
King's Reach Business Park  
Yew Street  
Stockport  
SK4 2HD

SATURDAY



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24/02/2018  
COMPANIES HOUSE

# **The Keys Federation**

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## **The Keys Federation**

### **Reference and Administrative Details**

<b>Members</b>	Mr D Crossley Mrs S Davidson (resigned 20 September 2016) Mr D Thorpe Mr B Anthon (appointed 20 September 2016)
<b>Directors/Trustees</b>	Mrs S Bruton (Chief Executive and Accounting Officer) Mr B Anthon (Chairperson) Mrs S Davidson Mrs K Gore Mr A Meadows (Vice-Chairperson) Mrs J Reynolds Mrs J Smith Mrs L Worswick Mrs L Worthington
<b>Company Name</b>	The Keys Federation
<b>Senior Management Team</b>	Mrs S Bruton, Chief Executive Officer Mrs J Adams, Director of Academy Excellence Mrs J Jones, Chief Finance Officer Mrs N Green, Principal - St. Peter's Hindley Mrs D Affleck, Principal - Hindley Green CP Mr T Mooney, Principal - St. John's Abram Mr J Heatley, Principal - St. John's Hindley Green
<b>Principal and Registered Office</b>	682 Atherton Road Hindley Green Wigan WN2 4SQ
<b>Company Registration Number</b>	09306360 (England and Wales)
<b>Auditors</b>	Hallidays Riverside House King's Reach Business Park Yew Street Stockport SK4 2HD
<b>Bankers</b>	Lloyds Bank 2-6 Market Street Wigan WN1 1JN

## **The Keys Federation**

### **Reference and Administrative Details (continued)**

#### **Solicitors**

Lee Bolton Monier Williams  
1 The Sanctuary  
London  
SW1P 3JT

## **The Keys Federation**

### **Trustees' Report for the Year Ended 31 August 2017**

The Trustees present their annual report together with the financial statements and auditors' report of the charitable company for the year ended 31 August 2017. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

The Trust operates four primary schools in Wigan. Its schools have a combined pupil capacity of 1190 plus 78 Nursery places and had numbers on roll (NOR) of 1183 pupils and 50 Nursery children, in the school census on 18th May 2017.

<b>School</b>	<b>Capacity</b>	<b>Number on roll at 18.5.17</b>
St. Peter's C. of E. Primary School, Hindley	315	322
Hindley Green Community Primary School	420	412
HGCP Nursery – part time places	78	50
St. John's C. of E Primary School, Hindley Green	210	190
St. John's C. of E. Primary School, Abram	245	259

#### **Structure, governance and management**

##### ***Constitution***

The academy trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and Anglican articles of association are the primary governing documents of the academy trust. The trustees of The Keys Federation are the directors of the charitable company for the purposes of company law. The charitable company is known as The Keys Federation.

Details of the trustees/directors who served during the year are included in the Reference and Administrative Details on page 1.

##### ***Members' liability***

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

##### ***Trustees' indemnities***

The Academy Trust has opted into the Department for Education's Risk Protection Arrangement (RPA), an alternative to insurance where UK government funds cover losses that arise. This scheme protects trustees and officers from claims arising from negligent acts, errors or omissions occurring on Trust business and provides cover up to £10,000,000. It is not possible to quantify the trustees' and officers' indemnity element from the overall cost of the RPA scheme.

## The Keys Federation

### Trustees' Report for the Year Ended 31 August 2017 (continued)

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

The Members of the Trust are responsible for the appointment of Trustees/Directors and this is dependent upon their expertise, experience and skills. The number of Trustees/Directors shall be a minimum of five but shall not be subject to any maximum, as referenced in the articles of association (45-46a).

The Trust may also appoint up to 2 co-opted Trustees/Directors appointed under Article 58, with the consent of the Diocesan Board of Education.

The Chief Executive Officer is a Trustee/Director for as long as he/she remains in office as such and the Members shall ensure that the total number of any Trustees/Directors who are employees of the Trust does not exceed one third of the total number of Trustees/Directors.

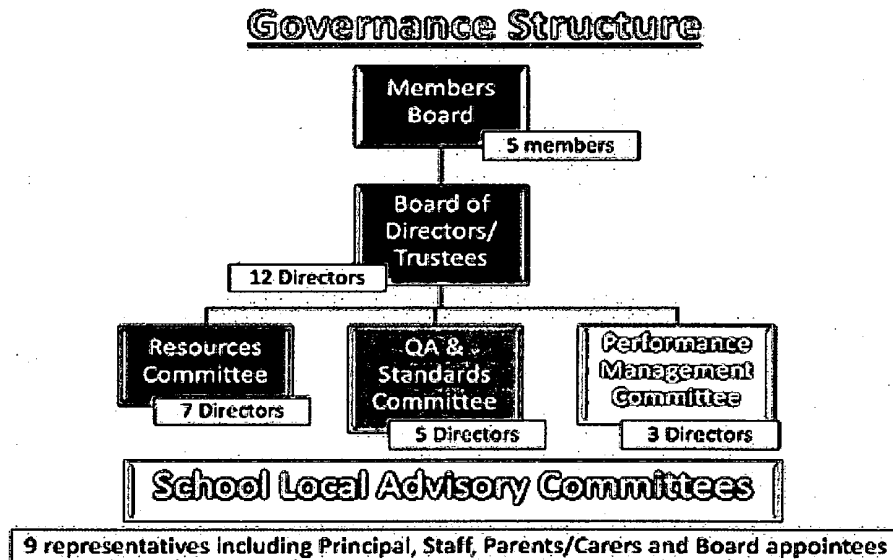
All Trustees/Directors are appointed for a term of four years.

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

Trustees/Directors are appointed based on the skills they will bring to the Board to maintain a robust overview and governance throughout the Trust. On appointment, Trustees/Directors receive information relating to the Trust, including policies and procedures and receive an induction pack on the role and responsibilities of Trustees/Directors. The Trust performs an annual skills audit of Trustees/Directors and appropriate training opportunities are provided throughout the year based on any identified skills/knowledge gaps.

#### *Organisational structure*

The Trustees/Directors are responsible for setting general policy, the strategic direction and growth of the Trust, adopting an annual plan and budget, monitoring the Trust and schools by the use of financial management and other performance information, making appointments to the Federation Executive Team and approving the Annual Report and Financial Statements:



## **The Keys Federation**

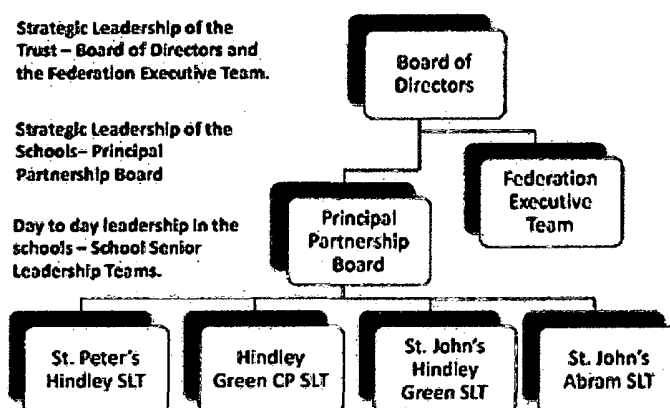
### **Trustees' Report for the Year Ended 31 August 2017 (continued)**

The Board of Trustees/Directors meet at least termly with the first meeting in each academic year being the business meeting. The Trustee/Director committees for Resources, Quality Assurance & Standards and Performance Management and the Local Advisory Committees (LAC) for each school meet on at least a termly basis. Reports from Trustee/Director Committees and the LACs are received, scrutinised and ratified by the Trustees/Directors. LAC representatives make regular visits to all schools within the Trust, including attending LAC meetings and attending and supporting functions.

Roles and responsibilities of Members, Trustees/Directors, LAC representatives and senior managers are clearly defined in the Company Delegation checklist and in the Roles and Responsibilities of Governance documentation.

The Chief Executive Officer is the Accounting Officer. The strategic leadership of the Trust is delegated to the Federation Executive Team, comprising of the Chief Executive Officer, Director of Academy Excellence and the Chief Finance Officer.

### **Leadership Structure**



The Principal Partnership Board (PPB) consists of the Chief Executive Officer, Director of Academy Excellence, Principals and the Chief Finance Officer. These managers are responsible for the strategic leadership in the schools at an executive level implementing the policies laid down by the Trustees/Directors and reporting back to them. As a group the PPB is responsible for the authorisation of spending within agreed budgets and the appointment of staff, though appointments for members of the Principal Partnership Board always contain Trustees/Directors.

The PPB delegates day to day responsibilities to the Senior Leadership Team (SLT) of each school which consists of the Principal and Assistant Principals. These managers are responsible for the day to day operation of the schools, in particular organising staff (teaching and non-teaching), facilities and pupils.

## **The Keys Federation**

### **Trustees' Report for the Year Ended 31 August 2017 (continued)**

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

The pay and remuneration for the Chief Executive Officer, The Director of Academy Excellence and the Chief Finance Officer are set and annually reviewed by the Trustees/Directors' Resources Committee, following external professional advice and benchmarking against national comparators.

The Principals in each school are subject to Teachers' terms & conditions and the pay and remuneration of these key personnel are set and annually reviewed by the Trustees/Directors' Resources Committee, following the LA agreed pay policy.

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

The Keys Federation controls Play Pals Childcare Ltd, a childcare company providing Before & After School Childcare, Holiday Provision and Nursery Day Care for the schools within the Trust. Play Pals Childcare Ltd operates as a private company limited by shares which is 100% owned by The Keys Federation. The Chief Executive Officer (CEO) and the Chief Finance Officer (CFO) are Directors of Play Pals Childcare Ltd.

This dynamic relationship between The Keys Federation and Play Pals ensures that all families can access high quality childcare if required.

The CEO acts as the National Primary Lead and Strategic Partner for the Whole Education Network, a values-led, impact-focused and evidence-informed organisation. Whole Education is a partnership of schools and organisations committed to redefining today's educational offering. As a national network, this facilitates shared-learning and collaboration between innovative schools; exposes teachers to world-class thinking and approaches; and supports effective professional development, enabling its member school to move beyond delivering the national curriculum to building a stronger foundation for learning – a 'whole education'.

#### **Objectives and activities**

##### ***Objects and aims***

The Trust's principal object is to advance for the public benefit education for children by establishing, maintaining, carrying on, managing and developing schools which shall offer a broad and balance curriculum and which shall include Church of England schools and other schools whether with or without a designated religious character.

The vision of the Trustees/Directors is to unlock potential and provide innovative opportunities at the heart of our communities and make a difference by raising aspirations and improving children's life chances within safe and welcoming environments.

Our schools are all about passion, determination and enthusiasm. We see challenges as opportunities and have an unshakeable belief in the right of children to a high quality education.



## **The Keys Federation**

### **Trustees' Report for the Year Ended 31 August 2017 (continued)**

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

The Trust's main strategy is to develop and maintain a culture of excellence across our organisation that provides fantastic learning opportunities for the children in our schools. Our Trust consists of dedicated individuals who want the best for all the pupils, staff and families that we serve and delivering excellence is our overriding focus.

The Trust's objectives for the year ending 31 August 2017 are summarised below:

- To raise the standard of educational achievements of all pupils in the Trust's schools, ensuring every pupil develops as a confident person with high aspirations to be the best they can be;
- To ensure that every child enjoys the same high quality education in terms of resourcing, teaching and learning;
- To rigourously track the progress of every pupil to ensure consistency, challenge and accountability;
- To comply with all appropriate statutory and curriculum requirements;
- To deliver long term sustainability through efficiencies and savings by working together;
- To conduct the Trust business in accordance with the highest standards of integrity, probity and openness.

The Keys Federation Academy Trust is an organisation that provides opportunities for pupils and staff alike, but always embraces the local community so as to ensure the schools are at the centre. We aim for our communities to be proud of their local Keys Federation school.

As we continue to grow, we are determined to remain an organisation of 'first choice'. We believe that it is important that children are able to attend a 'Good' or 'Outstanding' local school.

#### ***Public benefit***

The Trust's purpose is to advance, for the public benefit, education in the United Kingdom, in particular but without prejudice to the generality of the foregoing, by establishing, maintaining, carrying on, managing and developing schools which shall offer a broad and balanced curriculum. Our schools directly serve our local communities and provide free education to pupils in the catchment areas. The Academy Trust also operates a private childcare setting and training facilities.

The Academy Trust's Trustees/Directors have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties. It fully complies with all statutory guidance and supports wider educational objectives through a strong community role.

## The Keys Federation

### Trustees' Report for the Year Ended 31 August 2017 (continued)

#### Strategic Report

##### Achievements and performance

Our schools are part of the local authority's school improvement consortia model, which includes schools across the Borough. Our CEO is a National Leader of Education (NLE) and one of our schools, St. Peter's, is a National Support School. Two of our Principals are Specialist Leaders of Education (SLEs) who have led programmes of school-to-school support in a number of primary schools in relation to Early Years Provision and Teaching & Learning Pedagogy. Our Chief Finance Officer is also a SLE for school business management and academy conversion.

At the end of Year 2, children were assessed according to Age Related Expectations (ARE). The national expectation is that all children meet Age Related Expectations by the end of Key Stage 1.

The Key Stage 1 assessment results for our schools in 2016/17 is as follows:

<b>KS1 Expected</b>					
	<i>National</i>	<b>HGCP</b>	<b>St John's HG</b>	<b>St Peter's</b>	<b>St John's Abram</b>
<b>Reading</b>	76%	78%	73%	75%	59%
<b>Writing</b>	68%	78%	70%	64%	36%
<b>Maths</b>	75%	81%	80%	73%	66%
<b>Combined</b>	64%	71%	67%	64%	36%

<b>KS1 Exceeding</b>					
	<i>National</i>	<b>HGCP</b>	<b>St John's HG</b>	<b>St Peter's</b>	<b>St John's Abram</b>
<b>Reading</b>	25%	15%	27%	27%	18%
<b>Writing</b>	16%	10%	7%	9%	9%
<b>Maths</b>	21%	14%	20%	18%	23%
<b>Combined</b>	11%	8%	7%	4%	7%

At the end of Year 6, children were assessed according to Age Related Expectations (ARE). The national expectation is that all children will be working at Age Related Expectations by the end of Key Stage 2.

The Key Stage 2 assessment results for our schools in 2016/17 is as follows:

<b>KS2: Expected</b>									
	<i>National</i>	<b>HGCP</b>		<b>St John's HG</b>		<b>St Peter's</b>		<b>St John's Abram</b>	
		<b>Test</b>	<b>TA</b>	<b>Test</b>	<b>TA</b>	<b>Test</b>	<b>TA</b>	<b>Test</b>	<b>TA</b>
<b>Reading</b>	71%	52%	83%	81%	78%	68%	86%	63%	63%
<b>Writing</b>	76%		83%		74%		70%		63%
<b>SPAG</b>	77%	71%		81%		76%		67%	
<b>Maths</b>	75%	64%	83%	70%	70%	68%	86%	57%	70%
<b>R/W/M</b>	61%	47%		63%		60%		47%	

## The Keys Federation

### Trustees' Report for the Year Ended 31 August 2017 (continued)

#### Strategic Report

<b>KS2: Exceeding</b>					
	<i>National</i>	<b>HGCP</b>	<b>St John's HG</b>	<b>St Peter's</b>	<b>St John's Abram</b>
<b>Reading</b>	25%	19%	19%	20%	27%
<b>Writing</b>	18%	19%	19%	10%	17%
<b>Maths</b>	23%	16%	11%	26%	27%
<b>SPAG</b>	31%	31%	41%	34%	27%
<b>Combined</b>	9%	12%	4%	6%	17%

Key Stage 2 progress based on teacher assessment is as follows:

<b>Y6: Expected progress+ (based on TA data)</b>				
	<b>HGCP</b>	<b>St John's HG</b>	<b>St Peter's</b>	<b>St John's Abram</b>
<b>Reading</b>	85%	100%	98%	100%
<b>Writing</b>	70%	78%	76%	100%
<b>Maths</b>	70%	81%	86%	100%

And the provisional progress outcomes based on 2016 VA calculator, compared to national floor standard is as follows:

	<b>Floor standard</b>	<b>HGCP</b>	<b>St Johns HG</b>	<b>St Peters</b>	<b>St Johns Abram</b>
<b>Reading</b>	-5.0	-2.19	1.1	-3.85	-0.4
<b>Writing</b>	-7.0	0.87	0.56	-4.08	-0.9
<b>Maths</b>	-5.0	-2.67	-0.1	-3.85	-0.25

Attendance in our schools is as follows:

<b>Year</b>	<b>St. Peter's C. of E. Primary, Hindley</b>	<b>Hindley Green CP School</b>	<b>St. John's C. of E. Primary, Hindley Green</b>	<b>St. John's C. of E. Primary, Abram</b>
<b>2016/17</b>	95.9%	95.4%	95.8%	94.9%

The National average attendance for 2015/16 was 96% in primary schools (published March 2017).

We are proud of our pupils and staff achievements and we continue to make year on year improvements in every aspect of our work. We have high aspirations for our pupils and a clear vision for even further improvement and success. We are committed to a breadth and depth of learning, not simply core subjects.

## **The Keys Federation**

### **Trustees' Report for the Year Ended 31 August 2017 (continued)**

#### **Strategic Report**

Other notable achievements across the Trust's academies during the period include:

- Awards from Whole Education for impressive work to develop a whole education curriculum and for broadening access to a cultural education.
- St. Peter's Hindley received the Sportsmark Gold Award, Silver Modeshift Stars Award, STEM Ambassadors Award and International Eco Green Flag.
- Hindley Green CP received the Sportsmark Gold Award and the Sing Up Silver Award and are currently awaiting accreditation for the Church/Community School Award 2 and the International Eco Green Flag.
- St. John's Hindley Green received the Leading Parent Partnership Award, Sportsmark Gold Award and the Gold Mental Health award.
- St. John's Abram received the Sportsmark Gold Award.
- Continued successful promotion of The Keys Federation brand and National Support School securing further significant school to school support contracts in the North West.
- Development of the Music, Sports and Arts Academies to enrich the curriculum and provide exciting opportunities for our children.

#### ***Key non-financial performance indicators***

The Education and Skills Funding Agency (ESFA) monitors the Academy Trust via a number of statistical returns. The Trust completed a self-assessment of its financial management and governance in February 2016. The Trustees/Director's Resources Committee monitor percentage spends and emphasis is placed on monitoring staffing and educational resources spending.

The Trustees/Directors approved the budget for the period 1st September 2016 to 31st August 2017 and staffing costs for the 12 months period accounted for 77% of all restricted fund income.

#### ***Going concern***

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

## **The Keys Federation**

### **Trustees' Report for the Year Ended 31 August 2017 (continued)**

#### **Strategic Report**

##### **Financial review**

Most of the Trust and Academy income is obtained from the DfE via the Education and Skills Funding Agency (ESFA) in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the ESFA in the twelve months ended 31st August 2017 and the associated expenditure are shown as restricted funds in the Statement of Financial Activities.

The Trust also received grants from the ESFA and other organisations. In accordance with the Charity Commission's document 'Accounting and Reporting by Charities: Statement of Recommended Practice 2015', such grants are shown in the Statement of Financial Activities as restricted income in the restricted general fund and fixed asset fund. The restricted fixed asset fund balance is reduced by depreciation charges over the expected useful life of the assets concerned.

During the twelve months ended 31st August 2017, total income, excluding capital funding, was £5,832,712 (2016: £5,517,309) with a surplus at 31st August 2017 of £442,866 (2016: £457,774) before actuarial gain on the pension valuation and transfer between funds. The surplus has been allocated to reserves and this is in line with the Trust's strategy to maintain adequate reserves to fund ambitious plans of future improvements and development of the organisation, its curriculum resource and its infrastructure.

Unrestricted income in the twelve months ended 31st August 2017 amounted to £280,459 (2016: £299,701). There was no unrestricted expenditure.

At 31st August 2017 the net book value of fixed assets amounted to £8,846,941 (2016: £9,063,319) and movements in fixed assets are shown in note 12 to the financial statements. The cost of fixed asset additions in the twelve months to 31st August 2017 amounted to £207,190 (2016: £281,728).

Key financial policies adopted or reviewed during the period include the Scheme of Financial Administration, Investment, Whistleblowing, Emergency Plans and Business Continuity, Charging and Remissions, Business Expenses, Debt Management and Fixed Assets.

The Academy Trust has recognised its share of the Local Government Pension Scheme (LGPS) assets and liabilities in accordance with FRS102 and a deficit has been recognised at 31st August 2017.

##### **Employment of disabled persons**

The Keys Federation Academy Trust is an equal opportunity employer and proudly discloses this throughout its recruitment processes. The Trust welcomes applications for employment from disabled persons.

The Trust is responsive to changes to an employee's individual circumstances through being or becoming disabled, including making appropriate adjustments to working conditions. As an employee of the Trust, a disabled person can expect to be afforded development and career progression that befits their skills and expertise.

## **The Keys Federation**

### **Trustees' Report for the Year Ended 31 August 2017 (continued)**

#### **Strategic Report**

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

The Trustees/Directors review the level of reserves annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the type of reserves. The Trust's current level of free reserves (total reserves less the amounts held in fixed asset reserve and restricted pension fund reserve) is £1,814,426 (2016: £1,441,671)

The Trustees/Directors have decided to adopt a prudent approach to reserves and aim to build a group of reserves of designated funds to safeguard against unforeseen circumstances, future financial challenges, capital improvements or developments, late ESFA payments, emergencies and other catastrophes. This is sound commercial practice designed to safeguard the Trust's business activities and quality of education at all of the academies in the group.

The net liability of the Trust in the Local Government Pension Scheme (LGPS) amounts to £1,874,000. (2016: £1,929,000). The Trust recognises this a significant liability which is set out in the financial statements.

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

At The Keys Federation Academy Trust we are careful with the public money we are entrusted with. Adequate cash balances are maintained to ensure that there are always sufficient funds in the Trust's current account to cover financial commitments such as payroll and day-to-day expenses.

However, If there is a surplus of funds after all financial commitments have been considered, this surplus will be invested and we will take steps to manage the risk associated with such financial investments. Funds will be invested in tranches of up to £25,000 and after agreement from the Resources Committee. During the twelve months to 31st August 2017, one such investment has been made with Lloyds Bank PLC.

Cash balances are safeguarded by investing them in interest bearing current accounts with sound commercial banks (currently Lloyds Bank PLC).

## **The Keys Federation**

### **Trustees' Report for the Year Ended 31 August 2017 (continued)**

#### **Strategic Report**

##### ***Principal risks and uncertainties***

The principal risks to the Trust have been assessed and documented using a risk register which is reviewed termly. Procedures have been established to mitigate those risks.

The main risks are seen as:

- the loss of reputation resulting from a drop in standards and academic performance at the schools,
- failure to safeguard our pupils
- falling pupil numbers,
- budgetary pressures brought about by reduced public sector education spending and funding formula changes;
- erosion of reserves to balance budgets in the short to medium term;
- significant liability of the LGPS deficit;
- pressures on growth which exceeds Trust capacity;
- lack of succession planning within Trust governance and leadership; and
- business interruption due to significant property related incidents.

Key controls in place to mitigate these risks are:

- In-depth, regular data analysis through the Quality Assurance Programme, including Consortia validation and external peer reviews
- Annual school improvement plans at all Academies of the Trust
- Robust self-evaluation procedures and careful monitoring of learning and teaching, linked to rigorous performance management
- An organisational structure with clearly defined roles, responsibilities and authorisation levels
- Documented terms of reference for the committees of the Trust and the Local Advisory Committees
- Financial planning, budgeting and regular monitoring reports highlighting key areas of financial risk
- Formal written and published policies for employees
- Vetting procedures as required by legislation for the protection of the vulnerable,
- Robust due diligence procedures in place for growth of the Trust, new contracts and commissions,
- Five year building and development plans for all sites
- Regular Premises & Grounds inspections and Health & Safety reports ensuring the Trust and its schools are statute compliant;
- Major Incident Policies and Plans.
- Review cycle for Governance and regular training with expertise from the system to ensure leadership strategy is robust

## **The Keys Federation**

### **Trustees' Report for the Year Ended 31 August 2017 (continued)**

#### **Strategic Report**

##### ***Plans for future periods***

The overall performance in this reporting period was strong and as a consequence will directly reinforce the Trust's medium to long-term strategy.

The Keys Federation Academy Trust will continue to work closely with Liverpool Diocese, the local authority and the Regional Schools Commissioner, offering support to transform other schools.

The Trust's main objectives for next year are:

- To ensure a high quality Whole Education for all resulting in at least consistently good progress and impacting on attainment outcomes across all learning in our DREAM curriculum;
- To strive for continuous improvement in examination results and all indicators of performance in all of the Trust's schools, ensuring each school meets or exceeds the national standards for attainment and progress within age related expectations in reading, writing and maths by the end of 2017/18;
- All pupils to be able to communicate their knowledge and understanding clearly in an age appropriate way, to build learning skills for life;
- Attendance of at least 96% in all Trust schools;
- To develop The Spirit of Purpose incorporating high quality professional learning and career progression opportunities for all Trust employees;
- To monitor, maintain and support outstanding governance at The Keys Federation Academy Trust;
- To further develop the Music academy, Sports academy and Art Academy;
- To continue to develop school facilities at all sites;
- To maintain adequate financial reserves to fund building and other investment needs.
- To consider strategic growth opportunities that will achieve the Trust's mission and add value to the organisation;

Excellent standards of behaviour will be maintained to create calm and well-ordered learning environments with nurture and support of pupils at the heart of our schools. The schools aim to maintain or increase pupil numbers and the DREAM curriculum (Depth of knowledge and understanding is facilitated through Research, Enquiry and Analysis to ensure Mastery of skills) will be broad, balanced and relevant in all Key Stages from Early Years to Key Stage 2, allowing all pupils to unlock their potential and achieve success.

Teaching and learning will have pace, purpose, variety and rigour. Pupils will be able to progress as a result of personalised programmes of study and will be confident users of ICT. Through robust assessment for learning, pupils will know what they need to do to improve.

Staff will be confident practitioners with appropriate professional development opportunities. Educational outcomes in all performance indicators will be above national averages and the schools will continue to be strong and sustained performers. The strategic development of the schools will be effectively planned, monitored and supported by well-equipped and committed Local Advisory Committees and the main Board of Trustees/Directors.



## **The Keys Federation**

### **Trustees' Report for the Year Ended 31 August 2017 (continued)**

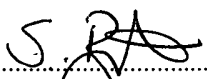
#### **Auditor**


In so far as the Trustees are aware:

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

The audit business Hallidays has been appointed as the company's auditor. The audit report has been issued by Hallidays.

Trustees' Report, incorporating a Strategic Report, approved by order of the members of the Board of Trustees/Directors on 11.12.17 and signed on its behalf by:

  
.....  
Mrs S Bruton (Chief Executive and Accounting Officer)  
Trustee

  
.....  
Mr B Anthon (Chairperson)  
Trustee

## **The Keys Federation**

### **Governance Statement**

#### **Statement on governance and internal control**

##### **Scope of responsibility**

As trustees, we acknowledge we have overall responsibility for ensuring that The Keys Federation 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/Directors has delegated the day-to-day responsibility to the Chief Executive, 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 Keys Federation and the Secretary of State for Education. They are also responsible for reporting to the Board of Trustees/Directors any material weaknesses or breakdowns in internal control.

##### **Governance reviews**

The information on governance included here supplements that described in the Trustees'/Directors' Report and in the Statement of Trustees'/Directors' Responsibilities. The Board of Trustees/Directors formally met eight times during the twelve months ended 31st August 2017. Attendance during the period at meetings of the Board of Trustees/Directors was as follows:

Trustee	Meetings attended	Out of a possible
Mr. B. Anthon (Chairperson)	8	8
Mrs. S. Bruton	8	8
Mrs. S. Davidson	8	8
Mrs. K. Gore	8	8
Mr. A. Meadows	8	8
Mrs. J. Reynolds	7	8
Mrs. J. Smith	4	8
Mrs. L. Worswick	1	8
Mrs. L. Worthington	7	8

The Committees of the Board of Trustees/Directors have met on a regular basis throughout the year and the business conducted by these committees is reported to the Trust Board. Attendance at meetings in the twelve months ended 31st August 2017 was as follows:

**Resources Committee is responsible for all matters relating to Finance, Audit (including governance, risk management, internal control and value for money), Personnel, Facilities and Health & Safety**

Trustee	Meetings attended	Out of a possible
Mr. B. Anthon	3	3
Mrs. S. Bruton	4	5
Mrs. K. Gore	3	5
Mr. A. Meadows	5	5
Mrs. J. Reynolds	5	5
Mrs. J. Smith	5	5

## The Keys Federation

### Governance Statement (continued)

Mrs. L. Worswick	0	5
------------------	---	---

*Mrs. J. Jones was in attendance at these meetings in her capacity as Chief Finance Officer from the Federation Executive Team and Principal Partnership Board.*

**Quality Assurance & Standards Committee is responsible for agreeing targets for pupil achievement and will receive regular reports on progress towards these targets.**

Trustee	Meetings attended	Out of a possible
Mr. B. Anthon	2	2
Mrs. S. Davidson	2	2
Mrs. L. Worswick	0	2
Mrs. L. Worthington	2	2

*Mrs. J. Adams was in attendance at these meetings in her capacity as Director of Academy Excellence, along with the Principals from each School.*

**Performance Management Committee develops and monitors the implementation of, and annually reviews, the performance management policy.**

Trustee	Meeting attended	Out of a possible
Mr. B. Anthon	2	2
Mrs. S. Davidson	2	2
Mrs. L. Worthington	1	2

*Mrs. S. Bruton was in attendance at these meetings in her capacity as Chief Executive officer from the Federation Executive Team and Principal Partnership Board.*

Membership of the Local Advisory Committees has been reviewed during the year and a proactive approach to recruiting new members with the required skills set has been adopted.

During the year, the Trust Board undertook a review of governance arrangements to ensure a strategic development plan could be implemented. The Board are seeking to appoint three additional trustees/directors with the necessary skills and expertise required.

To align with DfE strategy, and once approved by the Diocese, two additional Trust Members will be appointed. One will have expertise in Finance and Business and this will ensure complete transparency and an independent approach.

## **The Keys Federation**

### **Governance Statement (continued)**

#### **Review of value for money**

As Accounting Officer, the Chief Executive Officer has responsibility for ensuring that the Academy Trust delivers good value in the use of public resources. The Accounting Officer understands that value for money refers to the educational and wider societal outcomes 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/Directors where value for money can be improved, including the use of benchmarking data where appropriate.

Set out below is how the accounting officer has ensured that the academy trust's use of its resources has provided good value for money during the academic year:

- The academy trust has developed and fully embedded tracking systems that ensure each individual child's progress is monitored rigorously throughout the year.
- Pupil attainment remains a priority across the academy trust and is a focus within each school's improvement plan.
- Effective use of Pupil Premium ensures pupils of differing needs achieve just as well as others.
- Collaboration between schools to facilitate consistency and good practice allowing educational professionals to share best practice, improve self-evaluation, cross pollenate strategy, data and resources and to be each other's critical friend.
- Annual review of staffing structures to ensure they are fit for purpose and can adapt and respond to support the successful completion of objectives within the School Improvement Plans.
- Teachers' performance management and support staff appraisal systems are in place to ensure that staff is working to clear objectives and targets.
- All members, trustees/directors, LAC representatives and members of the Federation Senior Leadership Team complete and annual register of pecuniary interests form and the opportunity to declare any pecuniary interest is provided at all trustee/director and LAC representative meetings.
- Ensuring the financial performance of the Trust is robust and the slightly better than anticipated surpluses are held in line with the Trust's Reserves policy. When taken together with academic performance, this demonstrates good financial management and the targeting of resources.
- The Trust's Resources Committee receives termly budget monitoring reports and directors are given the opportunity to question, challenge and discuss spending proposals in order to achieve value for money.
- The academy trust explores every opportunity maximise income generation through hire of facilities and pursuing funding bids, including funding for two Trust minibuses.
- Arranging group contracts for supplies of services to the Trust, where appropriate, resulting in measurable cost savings.
- A Risk Register is in place and reviewed on a termly basis.
- Each school, and the Trust Head Office, has a Major Incident policy and plan in place that includes business continuity procedures along with an Anti-Fraud and Corruption Policy.

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

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

## **The Keys Federation**

### **Governance Statement (continued)**

#### **Capacity to handle risk**

The Board of Trustees/Directors has reviewed the key risks to which the Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees/Directors is of the view that there is a formal ongoing process for identifying, evaluating and managing the Academy Trust's significant risks that has been in place for the year ending 31 August 2017 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees/Directors.

#### **The risk and control framework**

The Academy Trust's system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability. In particular, it includes:

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees/Directors;
- regular reviews by the Finance and General Purposes Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- setting targets to measure financial and other performance;
- clearly defined purchasing (asset purchase or capital investment) guidelines;
- delegation of authority and segregation of duties;
- identification and management of risks.

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

- not to appoint an internal auditor. However the Trustees have appointed Hallidays, the external auditor, to perform additional checks

The auditor's role includes giving advice on financial matters and performing a range of checks on the Academy Trust's financial systems. In particular the checks carried out in the current period included:

- testing of income and ESFA receipts
- testing of payroll processes
- testing of bank reconciliations

On a termly basis, the auditor reports to the Board of Trustees/Directors on the operation of the systems of control and on the discharge of the Board of Trustees/Directors's financial responsibilities.

#### **Review of effectiveness**

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

- The work of the senior leaders within the Academy Trust who have responsibility for the development and maintenance of the internal control framework;
- The work of the auditor in performing additional checks;
- The work of the external auditor;
- The work of the Resources committee;
- The financial management and governance self-assessment process.

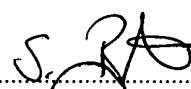
The Accounting Officer has received and acted on advice received as a result of their review of the system of internal control by the Resources Committee. A plan to address minor weaknesses and ensure continuous improvement of the system is in place.

## **The Keys Federation**

### **Governance Statement (continued)**

Approved by order of members of the Board of Trustees/Directors on 11th December 2017 and signed on its behalf by

  
.....  
Mr Barend Anthon  
Chair of Trustees/Directors

  
.....  
Mrs Sharon Bruton  
Chief Executive and Accounting Officer


## **The Keys Federation**

### **Statement on Regularity, Propriety and Compliance**

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

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

  
.....  
Mrs Sharon Bruton  
Accounting Officer

Date: 16.12.17.....

## **The Keys Federation**

### **Statement of Trustees' Responsibilities**

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

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

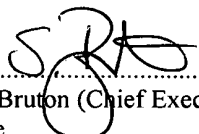
- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP 2015 and the Academies Accounts Direction 2016 to 2017;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards [FRS 102] have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

The Trustees are responsible for ensuring that in its conduct and operation the charitable company applies financial and other controls, which conform 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 charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by order of the members of the Board on ...11.12.17... and signed on its behalf by:

  
.....  
Mrs S Bruton (Chief Executive and Accounting Officer)  
Trustee



## **The Keys Federation**

### **Independent Auditor's Report on the Financial Statements to the Members of The Keys Federation**

#### **Opinion**

We have audited the financial statements of The Keys Federation (the 'Academy') for the year ended 31 August 2017, which comprise the Statement of Financial Activities incorporating Income and Expenditure Account, Balance Sheet, Statement of Cash Flows, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

This report is made solely to the Academy's Trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Academy's trustees 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 Academy and its Trustees, 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 charitable company's affairs as at 31 August 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.
- 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 Academy 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.

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

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

- the Trustees use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Academy'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.

## **The Keys Federation**

### **Independent Auditor's Report on the Financial Statements to the Members of The Keys Federation (continued)**

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

We have nothing to report in this regard.

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

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

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

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

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

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

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

#### **Responsibilities of Trustees**

As explained more fully in the Statement of Trustees' Responsibilities [set out on page 22], 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 Academy's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Academy or to cease operations, or have no realistic alternative but to do so.

#### **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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

## **The Keys Federation**

### **Independent Auditor's Report on the Financial Statements to the Members of The Keys Federation (continued)**

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Academy's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Academy's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Academy to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Academy to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the Academy audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Anna Bennett (Senior Statutory Auditor)  
For and on behalf of Hallidays, Statutory Auditor

Riverside House  
King's Reach Business Park  
Yew Street  
Stockport  
SK4 2HD

Date: 11/12/17

## **The Keys Federation**

### **Independent Reporting Accountant's Report on Regularity to The Keys Federation and the Education and Skills Funding Agency**

In accordance with the terms of our engagement letter dated 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 Keys Federation during the period 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 Keys Federation and the ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we may state to The Keys Federation 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 Keys Federation and the ESFA, for our work, for this report, or for the conclusion we have formed.

#### **Respective responsibilities of the Governing Body's accounting officer and the reporting accountant**

The Accounting Officer is responsible, under the requirements of the Board of Trustees/Directors's funding agreement with the Secretary of State for Education dated 23 December 2014 and the Academies Financial Handbook 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 Academies Accounts Direction 2016 to 2017. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the year 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 ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

The work undertaken to draw to our conclusion includes:

- We have confirmed that the activities conform to the academy trust's framework of authorities. As identified by review of minutes, management accounts, discussion with the accounting officer and other key management personnel.
- We have carried out an analytical review as part of the consideration of whether general activities of the academy trust are within the academy trust's framework of authorities.
- We have considered the evidence supporting the accounting officer's statement on regularity, propriety and compliance and have evaluated the general control environment of the academy trust and extended the procedures required for financial statements to include regularity.

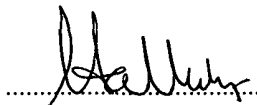
## **The Keys Federation**

### **Independent Reporting Accountant's Report on Regularity to The Keys Federation and the Education and Skills Funding Agency (continued)**

- We have assessed and tested a sample of the specific control activities over regularity of a particular activity. In performing sample testing of expenditure, we have considered whether the activity is permissible within the academy trust's framework of authorities. We confirm that each item tested has been appropriately authorised in accordance with the academy trust's delegated authorities and that the internal delegations have been approved by the governing body and conform to the limits set by the Department for Education.
- Formal representations have been obtained from the MAT board and the accounting officer acknowledging their responsibilities including disclosing all non-compliance with laws and regulations specific to the authorising framework, access to accounting records, provision of information and explanations, and other matters where direct evidence is not available.
- In performing sample testing of expenditure, we have reviewed against specific terms of grant funding within the funding agreement. We have reviewed the list of suppliers and have considered whether supplies are from related parties and have reviewed minutes for evidence of declaration of interest, and whether or not there was involvement in the decision to order from this supplier.
- We have performed sample testing of other income and tested whether activities are permitted within the academy trust's charitable objects.

#### **Conclusion**

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the year 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.



Hallidays  
Chartered Accountants  
and  
Registered Auditors

Riverside House  
King's Reach Business Park  
Yew Street  
Stockport  
SK4 2HD

Date: 11/12/17

## The Keys Federation

### Statement of Financial Activities for the Year Ended 31 August 2017 (including Income and Expenditure Account)

	Note	Unrestricted Funds £	Restricted General Funds £	Restricted Pension Funds £	Restricted Fixed Asset Funds £	Total 2017 £
<b>Income and endowments from:</b>						
Donations and capital grants	2	10,573	67,498	-	91,892	169,963
<i>Charitable activities:</i>						
Funding for the Academy trust's educational operations	3	-	5,408,604	-	-	5,408,604
Other trading activities	4	268,645	76,151	-	-	344,796
Investments	5	1,241	-	-	-	1,241
<b>Total</b>		<b>280,459</b>	<b>5,552,253</b>	<b>-</b>	<b>91,892</b>	<b>5,924,604</b>
<b>Expenditure on:</b>						
<i>Charitable activities:</i>						
Academy trust educational operations	7	-	5,389,846	202,000	423,569	6,015,415
Net income/(expenditure)		280,459	162,407	(202,000)	(331,677)	(90,811)
Transfers between funds		-	(70,111)	-	70,111	-
<b>Other recognised gains and losses</b>						
Actuarial gains on defined benefit pension schemes	27	-	-	257,000	-	257,000
Net movement in funds/(deficit)		280,459	92,296	55,000	(261,566)	166,189
<b>Reconciliation of funds</b>						
Total funds/(deficit) brought forward at 1 September 2016		1,245,913	195,758	(1,929,000)	9,108,507	8,621,178
Total funds/(deficit) carried forward at 31 August 2017		1,526,372	288,054	(1,874,000)	8,846,941	8,787,367

# The Keys Federation


## Statement of Financial Activities for the Year Ended 31 August 2016 (including Income and Expenditure Account)

	Note	Unrestricted Funds £	Restricted General Funds £	Restricted Pension Funds £	Restricted Fixed Asset Funds £	Total 2016 £
<b>Income and endowments from:</b>						
Donations and capital grants	2	17,124	54,098	-	114,622	185,844
<i>Charitable activities:</i>						
Funding for the Academy trust's educational operations	3	-	5,142,000	-	-	5,142,000
Other trading activities	4	279,154	21,510	-	-	300,664
Investments	5	<u>3,423</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>3,423</u>
Total		299,701	5,217,608	-	114,622	5,631,931
<b>Expenditure on:</b>						
<i>Charitable activities:</i>						
Academy trust educational operations	7	<u>-</u>	<u>5,059,535</u>	<u>106,000</u>	<u>415,233</u>	<u>5,580,768</u>
Net income/(expenditure)		299,701	158,073	(106,000)	(300,611)	51,163
Transfers between funds		-	(212,295)	-	212,295	-
<b>Other recognised gains and losses</b>						
Actuarial gains on defined benefit pension schemes	27	<u>-</u>	<u>-</u>	<u>(651,000)</u>	<u>-</u>	<u>(651,000)</u>
Net movement in funds/(deficit)		299,701	(54,222)	(757,000)	(88,316)	(599,837)
<b>Reconciliation of funds</b>						
Total funds/(deficit) brought forward at 1 September 2015		<u>946,212</u>	<u>249,980</u>	<u>(1,172,000)</u>	<u>9,196,823</u>	<u>9,221,015</u>
Total funds/(deficit) carried forward at 31 August 2016		<u><u>1,245,913</u></u>	<u><u>195,758</u></u>	<u><u>(1,929,000)</u></u>	<u><u>9,108,507</u></u>	<u><u>8,621,178</u></u>

**The Keys Federation**  
**(Registration number: 09306360)**  
**Balance Sheet as at 31 August 2017**

	Note	2017 £	2016 £
<b>Fixed assets</b>			
Tangible assets	12	8,846,941	9,063,319
<b>Current assets</b>			
Debtors	14	215,469	168,332
Cash at bank and in hand		<u>1,817,569</u>	<u>1,530,076</u>
		2,033,038	1,698,408
Creditors: Amounts falling due within one year	15	<u>(205,532)</u>	<u>(211,549)</u>
Net current assets		<u>1,827,506</u>	<u>1,486,859</u>
Total assets less current liabilities		10,674,447	10,550,178
Creditors: Amounts falling due after more than one year	16	<u>(13,080)</u>	<u>-</u>
Net assets excluding pension liability		10,661,367	10,550,178
Pension scheme liability	27	<u>(1,874,000)</u>	<u>(1,929,000)</u>
Net assets including pension liability		<u>8,787,367</u>	<u>8,621,178</u>
<b>Funds of the Academy:</b>			
<b>Restricted funds</b>			
Restricted general fund	17	288,054	195,758
Restricted fixed asset fund	17	8,846,941	9,108,507
Restricted pension fund	17	<u>(1,874,000)</u>	<u>(1,929,000)</u>
		7,260,995	7,375,265
<b>Unrestricted funds</b>			
Unrestricted general fund	17	<u>1,526,372</u>	<u>1,245,913</u>
Total funds		<u>8,787,367</u>	<u>8,621,178</u>

The financial statements on pages 28 to 53 were approved by the Trustees, and authorised for issue on 11.12.17 and signed on their behalf by:

  
 .....  
 Mrs S Bruton (Chief Executive and Accounting Officer)  
 Trustee



## The Keys Federation

### Statement of Cash Flows for the Year Ended 31 August 2017

	Note	2017 £	2016 £
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	21	399,964	462,367
Cash flows from investing activities	23	(125,551)	(204,159)
Cash flows from financing activities	22	<u>13,080</u>	<u>-</u>
Change in cash and cash equivalents in the year		287,493	258,208
Cash and cash equivalents at 1 September		<u>1,530,076</u>	<u>1,271,868</u>
Cash and cash equivalents at 31 August	24	<u><u>1,817,569</u></u>	<u><u>1,530,076</u></u>

## **The Keys Federation**

### **Notes to the Financial Statements for the Year Ended 31 August 2017**

#### **1 Accounting policies**

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

The Keys Federation meets the definition of a public benefit entity under FRS 102.

##### **Going concern**

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

##### **Income**

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

##### **Grants**

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of entitlement of receipt its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

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

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

##### **Sponsorship income**

Sponsorship income provided to the academy trust which amounts to a donation is recognised in the Statement of Financial Activities in the period in which it is receivable (where there are no performance-related conditions), where the receipt is probable and it can be measured reliably.

## **The Keys Federation**

### **Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)**

#### **1 Accounting policies (continued)**

##### ***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 Academy Trust has provided the goods or services.

##### ***Donated goods, facilities and services***

Goods donated for resale are included at fair value, being the expected proceeds from sale less the expected costs of sale. If it is practical to assess the fair value at receipt, it is recognised in stock and 'Income from other trading activities'. Upon sale, the value of the stock is charged against 'Income from other trading activities' and the proceeds are recognised as 'Income from other trading activities'. Where it is impractical to fair value the items due to the volume of low value items they are not recognised in the financial statements until they are sold. This income is recognised within 'Income from other trading activities'.

##### ***Transfer on conversion***

Where assets are received by the trust on conversion to an academy, the transferred assets are measured at fair value and recognised in the balance sheet at the point when the risks and rewards of ownership pass to the trust. An equal amount of income is recognised as Transfer on conversion within Donations and capital grant income.

##### ***Transfer of existing academies into the trust***

Where assets are received on the transfer of an existing academy into the trust, the transferred assets are measured at fair value and recognised in the balance sheet at the point when the risks and rewards of ownership pass to the trust, which is on signing of the transfer agreement with the transferring trust. An equal amount of income is recognised for the Transfer of an existing academy into the trust within Donations and capital grant income.

##### ***Donated fixed assets***

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

##### ***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.

All resources expended are inclusive of irrecoverable VAT.

## The Keys Federation

### Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)

#### 1 Accounting policies (continued)

##### *Expenditure on raising funds*

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

##### *Charitable activities*

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

##### **Tangible fixed assets**

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

Depreciation is provided on all tangible fixed assets other than freehold land, at rates calculated to write off the cost of each asset over its expected useful lives, per the table below.

<b>Asset class</b>	<b>Depreciation method and rate</b>
Leasehold land	0.8% straight line
Buildings	2% straight line
Fixtures and fittings	20% straight line
Computer equipment	33.33% straight line

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.

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

## **The Keys Federation**

### **Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)**

#### **1 Accounting policies (continued)**

##### ***Provisions***

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

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

##### **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 notes 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 Academy Trust is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the Academy Trust is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

## **The Keys Federation**

### **Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)**

#### **1 Accounting policies (continued)**

##### **Pension benefits**

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

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Academy Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in the notes to the financial statements, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded scheme and the assets are held separately from those of the Academy Trust in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities 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 Academy Trust at the discretion of the trustees.

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

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

##### **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.

## **The Keys Federation**

### **Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)**

#### **1 Accounting policies (continued)**

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

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 24, 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 Keys Federation

### Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)

#### 2 Donations and capital grants

	Unrestricted funds £	Restricted funds £	Restricted fixed asset funds £	Total 2017 £	Total 2016 £
Educational trips and visits	-	67,498	-	67,498	54,098
Capital grants	-	-	80,398	80,398	74,146
Other donations	10,573	-	11,494	22,067	57,600
	<u>10,573</u>	<u>67,498</u>	<u>91,892</u>	<u>169,963</u>	<u>185,844</u>

#### 3 Funding for the Academy Trust's educational operations

	Restricted funds £	Total 2017 £	Total 2016 £
<b>DfE/ESFA revenue grants</b>			
General Annual Grant (GAG)	4,558,921	4,558,921	4,366,076
Other DfE/ESFA grants	<u>591,879</u>	<u>591,879</u>	<u>567,407</u>
	5,150,800	5,150,800	4,933,483
<b>Other government grants</b>			
Local authority grants	<u>257,804</u>	<u>257,804</u>	<u>208,517</u>
Total grants	<u>5,408,604</u>	<u>5,408,604</u>	<u>5,142,000</u>



## The Keys Federation

### Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)

#### 4 Other trading activities

	Unrestricted funds £	Restricted funds £	Total 2017 £	Total 2016 £
Hire of facilities	36,985	-	36,985	24,435
Catering income	87,312	-	87,312	101,203
School shop sales	16,517	-	16,517	17,162
Recharges and reimbursements	-	76,151	76,151	21,510
Other income	127,831	-	127,831	136,354
	<u>268,645</u>	<u>76,151</u>	<u>344,796</u>	<u>300,664</u>

#### 5 Investment income

	Unrestricted funds £	Total 2017 £	Total 2016 £
Short term deposits	<u>1,241</u>	<u>1,241</u>	<u>3,423</u>

#### 6 Expenditure

	Non Pay Expenditure			Total 2017 £	Total 2016 £
	Staff costs £	Premises £	Other costs £		
<b>Academy's educational operations</b>					
Direct costs	3,633,208	368,504	371,812	4,373,524	4,121,411
Allocated support costs	<u>689,257</u>	<u>313,003</u>	<u>639,631</u>	<u>1,641,891</u>	<u>1,459,357</u>
	<u>4,322,465</u>	<u>681,507</u>	<u>1,011,443</u>	<u>6,015,415</u>	<u>5,580,768</u>

## The Keys Federation

### Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)

#### 6 Expenditure (continued)

Net income/(expenditure) for the year includes:

	2017 £	2016 £
Operating leases - other leases	8,031	1,488
Fees payable to auditor - audit	5,750	3,200
- other audit services	6,425	7,200
Depreciation	<u>423,396</u>	<u>415,232</u>

#### 7 Charitable activities

	Total 2017 £	Total 2016 £
Direct costs - educational operations	4,373,524	4,121,411
Support costs - educational operations	<u>1,641,891</u>	<u>1,459,357</u>
	<u>6,015,415</u>	<u>5,580,768</u>

	Educational operations £	Total 2017 £	Total 2016 £
<b>Analysis of support costs</b>			
Support staff costs	689,257	689,257	558,510
Depreciation	55,065	55,065	24,330
Premises costs	257,938	257,938	246,564
Other support costs	626,861	626,861	615,257
Governance costs	<u>12,770</u>	<u>12,770</u>	<u>14,696</u>
Total support costs	<u>1,641,891</u>	<u>1,641,891</u>	<u>1,459,357</u>

## The Keys Federation

### Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)

#### 8 Staff

##### Staff costs

	2017 £	2016 £
<b>Staff costs during the year were:</b>		
Wages and salaries	3,189,567	3,058,865
Social security costs	277,249	227,656
Pension costs	681,707	561,324
Apprenticeship levy	550	-
	<u>4,149,073</u>	<u>3,847,845</u>
Supply teacher costs	144,392	89,225
Staff restructuring costs	29,000	-
	<u><u>4,322,465</u></u>	<u><u>3,937,070</u></u>
		<b>2017 £</b>
<b>Staff restructuring costs comprise:</b>		
Severance payments		<u><u>29,000</u></u>

##### Non statutory/non-contractual staff severance payments

Included in staff restructuring costs are non-statutory/non-contractual severance payments totalling £29,000 (2016: £Nil). Individually, the payments were:

Non-statutory payments £20,000

Non-statutory payments £9,000

##### Staff numbers

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

	2017 No	2016 No
Teachers	56	56
Administration and support	98	113
Management	7	7
	<u><u>161</u></u>	<u><u>176</u></u>

##### Higher paid staff

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

## The Keys Federation

### Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)

#### 8 Staff (continued)

	2017 No	2016 No
£60,001 - £70,000	2	2
£140,001 - £150,000	1	1

#### Key management personnel

The key management personnel of the Academy Trust comprise the trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the Academy Trust was £580,115 (2016: £553,098).

#### 9 Central services

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

School improvement services

- Governance
- HR/Payroll
- Finance
- Leadership Support
- Estates Management
- Procurement Management

The trust charges for these services on the following basis:

flat percentage of General Annual Grant (GAG) income (6%), plus an amount for pooled resources.

The actual amounts charged during the year were as follows:

	2017 £
St. Peter's Church of England Primary School	196,902
Hindley Green Community Primary School	310,878
St. John's Church of England Primary School, Hindley Green	133,279
St. John's Church of England Primary School, Abram	170,457
	<u>811,516</u>

#### 10 Related party transactions - trustees' remuneration and expenses

One or more trustees has been paid remuneration or has received other benefits from an employment with the Academy Trust. The principal and other staff trustees only receive remuneration in respect of services they provide undertaking the roles of principal and staff members under their contracts of employment.

The value of trustees' remuneration and other benefits was as follows:

Mrs S Bruton (Chief Executive and Accounting Officer) ():

Remuneration: £140,000 - £145,000 (2016 - £140,000 - £145,000)

Employer's pension contributions: £20,000 - £25,000 (2016 - £20,000 - £25,000)

## The Keys Federation

### Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)

#### 10 Related party transactions - trustees' remuneration and expenses (continued)

During the year ended 31 August 2017, travel and subsistence expenses totalling £430 (2016 - £682) were reimbursed or paid directly to 1 trustees (2016 - 1).

Other related party transactions involving the trustees are set out in note 28.

#### 11 Trustees' and officers' insurance

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

#### 12 Tangible fixed assets

	Leasehold land and buildings £	Furniture and equipment £	Computer hardware £	Tenants improvements £	Total £
<b>Cost</b>					
At 1 September 2016	8,406,944	1,248,397	7,200	80,829	9,743,370
Additions	<u>133,642</u>	<u>65,206</u>	<u>5,653</u>	<u>2,689</u>	<u>207,190</u>
At 31 August 2017	<u>8,540,586</u>	<u>1,313,603</u>	<u>12,853</u>	<u>83,518</u>	<u>9,950,560</u>
<b>Depreciation</b>					
At 1 September 2016	270,746	406,866	1,000	1,439	680,051
Charge for the year	<u>166,021</u>	<u>253,093</u>	<u>2,810</u>	<u>1,644</u>	<u>423,568</u>
At 31 August 2017	<u>436,767</u>	<u>659,959</u>	<u>3,810</u>	<u>3,083</u>	<u>1,103,619</u>
<b>Net book value</b>					
At 31 August 2017	<u>8,103,819</u>	<u>653,644</u>	<u>9,043</u>	<u>80,435</u>	<u>8,846,941</u>
At 31 August 2016	<u>8,136,198</u>	<u>841,531</u>	<u>6,200</u>	<u>79,390</u>	<u>9,063,319</u>

#### 13 Investments

The Academy owns 100% of the Ordinary shares of Play Pals Childcare Limited, a company incorporated in United Kingdom. The principal activity of the company is the provision of childcare services.. Turnover for the year ended 31 August 2017 was £347,000, expenditure was £132,000 and the profit/(loss) for the year was £215,000. The assets of the company at 31 August 2017 were £216,000, liabilities were £1,000 and capital and reserves were £215,000.

## The Keys Federation

### Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)

#### 14 Debtors

	2017 £	2016 £
Trade debtors	9,286	25,518
VAT recoverable	46,456	25,465
Other debtors	360	360
Prepayments	27,714	23,321
Accrued income	131,653	93,668
	<u>215,469</u>	<u>168,332</u>

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

	2017 £	2016 £
Salix loan	872	-
Other creditors	2,697	2,343
Accruals	51,752	18,418
Deferred income	150,211	190,788
	<u>205,532</u>	<u>211,549</u>

	2017 £
<b>Deferred income</b>	
Deferred income at 1 September 2016	190,788
Resources deferred in the period	150,211
Amounts released from previous periods	<u>(190,788)</u>
Deferred income at 31 August 2017	<u>150,211</u>

At the balance sheet date the Academy Trust was holding funds received in advance for Special Educational Needs and Infant School Meals.

#### 16 Creditors: amounts falling due after one year

	2017 £
Salix loan	<u>13,080</u>

At the Balance Sheet date, the academy had received £13,952 of Salix funding relating to capital projects. Salix funding is an interest free loan approved by the Education and Skills Funding Agency (ESFA) repayable in equal instalments over eight years. Repayments falling due within twelve months of the Balance Sheet date are included in note 14.

## The Keys Federation

### Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)

#### 17 Funds

	Balance at 1 September 2016 £	Income £	Expenditure £	Gains, losses and transfers £	Balance at 31 August 2017 £
<b>Restricted general funds</b>					
General Annual Grant (GAG)	195,758	4,558,922	(4,396,515)	(70,111)	288,054
Other DfE/ESFA grants	-	591,879	(591,879)	-	-
Other restricted income	-	401,452	(401,452)	-	-
	<u>195,758</u>	<u>5,552,253</u>	<u>(5,389,846)</u>	<u>(70,111)</u>	<u>288,054</u>
<b>Restricted fixed asset funds</b>					
Transfer on conversion	8,716,696	-	(398,988)	-	8,317,708
DfE/ESFA Capital grants	123,792	91,892	(9,872)	-	205,812
Capital expenditure from GAG	229,011	-	(12,923)	70,111	286,199
Capital donations	39,008	-	(1,786)	-	37,222
	<u>9,108,507</u>	<u>91,892</u>	<u>(423,569)</u>	<u>70,111</u>	<u>8,846,941</u>
<b>Restricted pension funds</b>					
Pension reserve	<u>(1,929,000)</u>	<u>-</u>	<u>(202,000)</u>	<u>257,000</u>	<u>(1,874,000)</u>
Total restricted funds	7,375,265	5,644,145	(6,015,415)	257,000	7,260,995
<b>Unrestricted funds</b>					
Unrestricted general funds	<u>1,245,913</u>	<u>280,459</u>	<u>-</u>	<u>-</u>	<u>1,526,372</u>
Total funds	<u>8,621,178</u>	<u>5,924,604</u>	<u>(6,015,415)</u>	<u>257,000</u>	<u>8,787,367</u>

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

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

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

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

#### Analysis of academies by fund balance

Fund balances at 31 August 2017 were allocated as follows:

## **The Keys Federation**

### **Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)**

#### **17 Funds (continued)**

	<b>Total £</b>
St. John's Church of England Primary School, Abram	267,191
Hindley Green Community Primary School	693,996
St. John's Church of England Primary School, Hindley Green	220,348
St. Peter's Church of England Primary School	290,030
Central services	<u>342,861</u>
Total before fixed assets and pension reserve	1,814,426
Restricted fixed asset fund	8,846,941
Pension reserve	<u>(1,874,000)</u>
Total	<u><u>8,787,367</u></u>



## The Keys Federation

### Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)

#### 17 Funds (continued)

##### Analysis of academies by cost

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

	Teaching and Educational Support Staff Costs £	Other Support Staff Costs £	Educational Supplies £	Other Costs (excluding Depreciation) £	Total 2017 £
Hindley Green Community Primary School	1,075,582	115,642	100,715	231,485	1,523,424
St. John's Church of England Primary School, Abram	689,619	76,850	64,301	179,802	1,010,572
St. Peter's Church of England Primary School	796,247	78,579	75,838	177,849	1,128,513
St. John's Church of England Primary School, Hindley Green	550,209	52,808	47,784	145,444	796,245
Central services	521,550	205,378	23,213	180,952	931,093
Academy Trust	<u>3,633,207</u>	<u>529,257</u>	<u>311,851</u>	<u>915,532</u>	<u>5,389,847</u>

#### 18 Analysis of net assets between funds

Fund balances at 31 August 2017 represented by:

	Unrestricted funds £	Restricted general funds £	Restricted fixed asset funds £	Total funds £
Tangible fixed assets	-	-	8,846,941	8,846,941
Current assets	1,526,372	506,666	-	2,033,038
Current liabilities	-	(205,532)	-	(205,532)
Creditors over 1 year	-	(13,080)	-	(13,080)
Pension scheme liability	-	(1,874,000)	-	(1,874,000)
Total net assets	<u>1,526,372</u>	<u>(1,585,946)</u>	<u>8,846,941</u>	<u>8,787,367</u>

#### 19 Capital commitments

	2017 £	2016 £
Contracted for, but not provided in the financial statements	<u>-</u>	<u>45,188</u>

## The Keys Federation

### Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)

#### 20 Commitments under operating leases

##### *Operating leases*

At 31 August 2017 the total of the Academy Trust's future minimum lease payments under non-cancellable operating leases was:

	2017 £	2016 £
Amounts due within one year	10,592	5,471
Amounts due between one and five years	32,285	19,952
	<u>42,877</u>	<u>25,423</u>

#### 21 Reconciliation of net (expenditure)/income to net cash inflow/(outflow) from operating activities

	2017 £	2016 £
Net (expenditure)/income	(90,811)	51,163
Depreciation	423,568	415,232
Capital grants from DfE and other capital income	(80,398)	(74,146)
Interest receivable	(1,241)	(3,423)
Defined benefit pension scheme cost less contributions payable	160,000	61,000
Defined benefit pension scheme finance cost	42,000	45,000
Increase in debtors	(47,137)	(49,432)
(Decrease)/increase in creditors	(6,017)	16,973
Net cash provided by Operating Activities	<u>399,964</u>	<u>462,367</u>

#### 22 Cash flows from financing activities

	2017 £
Cash inflows from new borrowing	13,080
Net cash provided by financing activities	<u>13,080</u>

#### 23 Cash flows from investing activities

	2017 £	2016 £
Dividends, interest and rents from investments	1,241	3,423
Purchase of tangible fixed assets	(207,190)	(281,728)
Capital funding received from sponsors and others	80,398	74,146
Net cash used in investing activities	<u>(125,551)</u>	<u>(204,159)</u>

## **The Keys Federation**

### **Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)**

#### **24 Analysis of cash and cash equivalents**

	<b>At 31 August 2017 £</b>	<b>At 31 August 2016 £</b>
Cash at bank and in hand	<u>1,817,569</u>	<u>1,530,076</u>
Total cash and cash equivalents	<u>1,817,569</u>	<u>1,530,076</u>

#### **25 Contingent liabilities**

During the life 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 academy 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 agreement, whether as a result of the Secretary of State or the Academy serving notice, the academy shall repay to the Secretary of State sums determined by reference to:-

- a) the value at that time of the academy's site and premises and other assets held for the purpose of the academy 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.

#### **26 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.

#### **27 Pension and similar obligations**

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

## **The Keys Federation**

### **Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)**

#### **27 Pension and similar obligations (continued)**

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

During the previous year the employer contribution rate was 14.1%. The TPS valuation for 2012 determined an employer rate of 16.4%, which was payable from September 2015. The next valuation of the TPS 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 £332,325 (2016: £322,263).

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

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

## The Keys Federation

### Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)

#### 27 Pension and similar obligations (continued)

##### Local government pension scheme

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 £244,000 (2016 - £232,000), of which employer's contributions totalled £188,000 (2016 - £178,000) and employees' contributions totalled £56,000 (2016 - £54,000). The agreed contribution rates for future years are 19.6 per cent for employers and banded from 5.5 to 12.5 per cent for employees.

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

##### Principal actuarial assumptions

	At 31 August 2017 %	At 31 August 2016 %
Rate of increase in salaries	3.40	3.40
Rate of increase for pensions in payment/inflation	2.40	2.10
Discount rate for scheme liabilities	<u>2.50</u>	<u>2.10</u>

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

	At 31 August 2017	At 31 August 2016
<b>Retiring today</b>		
Males retiring today	21.50	21.40
Females retiring today	24.10	24.00
<b>Retiring in 20 years</b>		
Males retiring in 20 years	23.70	24.00
Females retiring in 20 years	<u>26.20</u>	<u>26.60</u>

##### Sensitivity analysis

	At 31 August 2017 £	At 31 August 2016 £
Discount rate -0.5%	440,000.00	451,000.00
Pension rate +0.5%	337,000.00	0.00
Mortality assumption +1 year increase	0.00	103,000.00
Salary rate +0.5%	94,000.00	176,000.00
CPI rate +0.5%	<u>0.00</u>	<u>261,000.00</u>

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

## The Keys Federation

### Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)

#### 27 Pension and similar obligations (continued)

	At 31 August 2017 £	At 31 August 2016 £
Equities	1,326,000	1,079,000
Government bonds	291,000	255,000
Property	109,000	90,000
Cash and other liquid assets	91,000	74,000
Total market value of assets	<u>1,817,000</u>	<u>1,498,000</u>

The actual return on scheme assets was £34,000 (2016 - £44,000).

#### Amounts recognised in the statement of financial activities

	2017 £	2016 £
Current service cost	160,000	61,000
Interest income	34,000	44,000
Interest cost	42,000	89,000
Total amount recognized in the SOFA	<u>236,000</u>	<u>194,000</u>

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

	2017 £	2016 £
At start of period	3,427,000	2,207,000
Current service cost	348,000	239,000
Interest cost	76,000	89,000
Employee contributions	56,000	54,000
Actuarial (gains)/losses	(173,000)	838,000
Benefits paid	(43,000)	-
At 31 August	<u>3,691,000</u>	<u>3,427,000</u>

## The Keys Federation

### Notes to the Financial Statements for the Year Ended 31 August 2017 (continued)

#### 27 Pension and similar obligations (continued)

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

	2017 £	2016 £
At start of period	1,498,000	1,035,000
Interest income	34,000	44,000
Actuarial gains/(losses)	84,000	187,000
Employer contributions	56,000	178,000
Employee contributions	188,000	54,000
Benefits paid	(43,000)	-
At 31 August	<u>1,817,000</u>	<u>1,498,000</u>

#### 28 Related party transactions

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

##### **Play Pals Childcare Limited**

Sharon Bruton and Janice Jones are directors of Play Pals Limited on behalf of The Keys Federation. Neither of them are remunerated for this role. The company provides before and after school childcare and nursery day care at schools within The Keys Federation.

During the year Play Pals paid to the Keys Federation £28,600 (2016: £21,300) for the use of facilities across the schools and £2,500 (2016: £nil) for contribution towards the minibus. The Keys Federation paid £4,060 (2015: £nil) to Play Pals for the club. The balance due (to)/from Play Pals at 31 August 2017 was £nil (2016 - £nil).. At the balance sheet date the amount due to Play Pals Childcare Limited was £Nil (2016 - £Nil).