

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

---

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

---

**CONTENTS**

---

	Page
<b>Reference and Administrative Details</b>	1 - 2
<b>Trustees' Report</b>	3 - 19
<b>Governance Statement</b>	20 - 25
<b>Statement on Regularity, Propriety and Compliance</b>	26
<b>Statement of Trustees' Responsibilities</b>	27
<b>Independent Auditors' Report on the Financial Statements</b>	28 - 30
<b>Independent Reporting Accountant's Assurance Report on Regularity</b>	31 - 32
<b>Statement of Financial Activities Incorporating Income and Expenditure Account</b>	33
<b>Balance Sheet</b>	34
<b>Statement of Cash Flows</b>	35
<b>Notes to the Financial Statements</b>	36 - 58

---

**GREAT BADDOW HIGH SCHOOL**  
**(A company limited by guarantee)**

---

**REFERENCE AND ADMINISTRATIVE DETAILS**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

---

**Members**

A. Oades  
C. Evans  
J. Hull

**Trustees**

A. Oades *+	Chairman
C. Evans	Vice-Chairman & Responsible Officer
C. Lynch *+	Accounting Officer
C. Colledge *	
J. Beaumont *+	
J. Hull	
A. Bell *	
J. Butcher	
T. Metson	
L. Alderson *+	
B. Davidson	Resigned 01.12.2017
C. Garcea	
L. Harding *+	
S Howell	
S. Clifford	Joined 19.10.2017 Resigned 29.03.2018

**Company Secretary**

Paul Draper

- \* Members of the Finance, Premises & Personnel Committee  
+ Members of the Audit Committee

**Senior Management Team**

Headteacher	Carrie Lynch
Deputy Headteacher	Paul Farmer
Assistant Headteacher	Matthew Copping
Assistant Headteacher	Peter Gibbon
Assistant Headteacher	Paul Dexter
Assistant Headteacher	Andrew Barker
Assistant Headteacher	Adrian Degge
Assistant Headteacher	David Thomas
Business Manager	Paul Draper

---

**GREAT BADDOW HIGH SCHOOL**  
(A company limited by guarantee)

---

**REFERENCE AND ADMINISTRATIVE DETAILS**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

---

<b>Company Name</b>	Great Baddow High School
<b>Principle and Registered Office</b>	Great Baddow High School Duffield Road Chelmsford Essex CM2 9RZ
<b>Company Registration Number</b>	7662023 (England and Wales)
<b>Independent Auditor</b>	MHA MacIntyre Hudson Boundary House 4 County Place Chelmsford Essex CM2 0RE
<b>Bankers</b>	Lloyds TSB Bank 88-89 High Street Chelmsford CM11DX
<b>Solicitors</b>	Winckworth Sherwood LLP Minerva House 5 Montague Close London SE19BB

---

**GREAT BADDOW HIGH SCHOOL**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

---

The trustees present their annual report together with the financial statements and auditors' reports of the charitable company for the year ended to 31 August 2018. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

The trust operates an academy for pupils aged 11 to 18 serving a catchment area in Chelmsford, Essex. It has a pupil capacity of 1,520 and had a roll of 1,428 in the school census on 1st October 2017.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Constitution**

The academy trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the academy trust. The trustees of Great Baddow High School are also the directors of the charitable company for the purposes of company law.

The charitable company is known as Great Baddow High School.

Details of the trustees 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**

Trustees benefit from indemnity insurance to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty in relation to the Academy Trust. Details of the costs can be found in Note 13 to the accounts.

**Method of Recruitment and Appointment or Election of Trustees**

The Trustees have set up procedures that will enable regular reviews of the mix of skills that should be available to the Board; New Trustees will then be sought with these skills, either as additional Trustees or replacements when existing Trustees stand down. It is anticipated that the great majority of new Trustees will be drawn from the local community being either parents or guardians of pupils at the Academy Trust or others that have shown an interest in the future wellbeing of the Academy Trust and its pupils. Recruitment is therefore likely to be through a combination of approaches to individuals with known skills and by wider communications to those within the Chelmsford area.

New Trustees will be appointed to the Board by the existing Trustees for a period of 4 years.

The Board of Trustees comprises of up to 5 parent Trustees, 12 community Trustees and 3 staff Trustees (including the Headteacher); The Board of Trustees may also appoint up to 3 co-opted Trustees for a period of 4 years. The parent Trustees are nominated and elected by the parent body of the school. The staff Trustees are nominated and elected by the school's staff- one from the teaching staff and one from the non-teaching staff. The community Trustees are appointed by the Board of existing Trustees. Community Trustees may be re-appointed after the end of their term of office.

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

---

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

The Academy Trust subscribes to the Governor and Clerk Professional Learning and Development service delivered by Essex County Council. Currently, Vice-Chair of Trustees is responsible for organising the induction of new Trustees and the training link governor is responsible for arranging/recording training for all Trustees through this programme. A log is kept of all Trustees training and reviewed annually at full Board of Trustees meetings.

**Organisational Structure**

The Trustees have responsibility for setting and monitoring the overall strategic direction of the Charitable Company, approving decisions reserved to Trustees and appointing key members of staff.

The Trustees meet up to five times each year. All decisions reserved to the Trustees are taken by the Board of Trustees as a whole. Board committees meet at least three times each year, except for the Curriculum committee which meets six times each year, to consider detailed matters and recommend relevant decisions to the full board.

There are four such committees:

- Finance, Premises & Personnel
- Audit
- Curriculum
- Pay

Additionally, ad hoc groups of Trustees are established to consider specific issues and make recommendations to the Board. All Trustees give their time freely; no remuneration or expenses were paid in the period. Carol Evans is the Responsible Officer and as such has an oversight role in relation to the systems and processes of control and risk management that operate throughout the Academy Trust.

The Headteacher is an ex-officio Trustee, Accounting Officer, and attends all Board of Trustees meetings, working closely with both the other Trustees and the senior staff of the Academy Trust.

The day-to-day management of the Academy Trust rests with the Headteacher who has overall responsibility for the Academy Trust. The Headteacher is responsible for establishing a Senior Leadership Team (SLT), including the Business Manager, the Deputy Head and the Assistant Heads.

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

Academy trustees are unpaid (although they are entitled to claim expenses for costs incurred relating to attendance at Governing Body meetings, training or courses, they rarely, if ever do so).

The senior management of the school (Senior Leadership Team) currently comprises the headteacher, deputy head, business manager, AHT (i/c pastoral including safeguarding, SEN/Inclusion); AHT (assessment, recording, reporting; timetable); AHT (Head of Science; disadvantaged students); AHT (Head of English; Teaching and Learning); AHT (Head of Sixth Form); AHT (most able students)

The pay ranges of the senior team are set on appointment to reflect:

- the nature and breadth of the role
- the level or prior experience required
- the differentials between different SLT roles and between other teachers in receipt of higher Teaching and Learning Responsibilities
- the proportion of time to be given to SLT duties

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

---

Pay ranges are benchmarked against other schools of a similar size and nature.

Pay progression and the pay ranges of each member of the SLT are reviewed annually by the Governors' Pay Committee or the Headteacher's Pay Committee and reflect any changes in the points above or which result from changes in staffing.

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

To avoid any conflict between their business and personal interests, every Member, Governor and staff member of the Academy with financial influence is required to complete annually a declaration of business interests and connected parties. The academy maintains a register of such interests which also includes declarations by Members, Governors and staff relating to any gifts or hospitality received from current or potential suppliers in accordance with the school Gifts & Hospitality policy.

The school maintains its commitment to collaboration and sharing best practice through active involvement in a number of partnerships.

- The Association of Secondary Heads in Essex (ASHE), of which the HT is Minutes Secretary, provides cost-effective training for senior staff, best practice workshops for subject leaders, advice and guidance on national and local issues and liaises between schools and the LA to minimise bureaucracy.
- MESH (the Mid-Essex Secondary Heads i.e. local ASHE group), and ASHE of which the HT is currently Chair, and ASHE itself provide a forum for sharing best practice.
- The trust continues to play a pro-active role in the local primary cluster group, and the Behaviour and Attendance Partnership (BAP), a sub-group of MESH group, where it contributes fully to the pooled funding arrangements and where, through collaboration, economies of scale have continued to be achieved in respect of a range of pastoral and educational activities e.g. Chelmsford Teaching Schools' Alliance.
- MESH supports the provision of a senior teacher to 'broker' managed moves between local schools via the BAP. This drastically reduces the time taken by pastoral leaders and facilitates better outcomes for students at risk of permanent exclusion.
- Both the Chelmsford School Sports Partnership (joint funding of staff and administrative support) and the West Ham Foundation (provision of staff to support curriculum and extra-curricular activities) are engaged with the academy. The Academy works with a number of local primary schools, providing access to sports facilities and a programme of extra-curricular clubs delivered by Great Baddow High School, covering a wide range of activities.

We also connect with other alternative educational providers in the area to support the academy's Alternative Education programme including Winchmore Tutors Ltd, TLG – The Education Charity, Future Gateways, Chelmsford Equestrian Centre, Essex County Council (Youth Services), Chelmsford College, CTP Training Services and NLP4kids. These providers have been used historically and have been recommended by our BAP partners as providers that will deliver a good quality programme of learning.

---

**GREAT BADDOW HIGH SCHOOL**  
**(A company limited by guarantee)**

---

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

---

**OBJECTIVES AND ACTIVITIES**

The charitable objectives for which the Charitable Company was established are set down in the governing document as follows:

- To advance for the public benefit, education in the United Kingdom, but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing a school offering a broad and balanced curriculum ("the Academy"); and
- To promote for the benefit of the inhabitants of Chelmsford, Essex and the surrounding area the provision of facilities, for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances, or for the public at large in the interests of social welfare, and with the object of improving the condition of life of the said inhabitants.

**The Academy Trust's key objectives for September 2016 - August 2020 are detailed below:**

Our school motto translates as 'Always striving for higher things' which encapsulates our vision for our students and our staff. Consequently, we aim to:

- support students in achieving their academic potential and to develop as well-rounded, confident young people who can make a positive contribution now and in the future;
- provide outstanding educational experiences and opportunities for success within the classroom, through trips, visits and a wide range of extra-curricular activities;
- ensure that all students feel happy and safe, knowing that they are supported within a secure, caring learning environment;
- develop individuals with a life-long understanding of how to keep themselves healthy and safe and to appreciate the benefits of an active lifestyle;
- promote outstanding personal development opportunities for all students through a rich and varied programme of extra-curricular activities and student leadership;
- provide leadership at all levels which inspires, motivates, challenges and supports; and
- share our values and aspirations with parents so that we work together to achieve the best for our students.

**Areas for improvement as identified in the School Development Plan 2017-18**

Priority 1: Improve outcomes and attendance of disadvantaged students

Priority 2: Improve progress and attainment of Most Able students

Priority 3: Improve the outcomes of boys

Priority 4: Maintain financial sustainability and ensure the quality of educational experience for young people in our community.

Priority 5: Ensure rigour and consistency, particularly at Key Stage 5



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

---

**Strands to support the achievement of these priorities:**

Leadership and Management:

- Equip and support all leaders to be accountable for and address all areas of underperformance at individual, subject or aspect level.
- Ensure that the aim of 'striving for higher things' is shared by all stakeholders, with a particular focus on 'disadvantaged' boys and the most able.
- Continue to ensure that there is a shared vision for behaviour for learning modelled by all staff.

Quality of teaching, learning and assessment:

- Further promote an ethos of sharing and collaboration and 'developmental monitoring' in order to be cost/time effective and to develop leaders of teaching and learning.
- Continue the CPD focus on 'stretch and challenge'.

Personal development, behaviour and welfare:

- Continue to improve attendance and reduce the gap between disadvantaged students and others.
- Further develop the house and rewards systems to engage and motivate.
- Maintain the highest expectations of students and ensure that safeguarding continues to be at the heart of the school's work.

**Public Benefit**

Great Baddow High School is a Charitable Trust with the purpose of the advancement of education. The Trustees of the Academy Trust have complied with their duty under Section 4 of the Charities Act 2006 to have due regard to the guidance on Public Benefit published by the Charity Commission in exercising their powers and duties.

## **STRATEGIC REPORT**

### **Achievements and performance**

A summary of progress towards key priorities is detailed below.

### **Leadership and Management**

A significant amount of work has continued with middle leaders, teachers, parents and students to ensure the best preparation for the new GCSEs. Similarly, change at A Level has been supported through an external review of the sixth form, facilitated by an Essex Headteachers' school improvement activity which included the involvement of the LA Sixth Form specialist.

The strategies developed over recent years to focus on the regular, rigorous tracking of student progress and attainment, and the identification of appropriate intervention or support are now embedded across the school.

Further refinement of the GCSE options process has enabled half of the cohort to study triple science with students with the school delivering triple science through the core curriculum rather than taking up one option and enabling greater breadth and balance in an individual's programme of study. This reflects our determination to retain a broad, balanced curriculum in Y7-9, with options chosen in Y9, and to ensure students can access EBACC and a wide range of practical and creative subjects. The curriculum is supported by a range of activities that develop SMSC and an awareness and understanding of British Values. We review curriculum provision at all key stages each year to ensure that it engages all learners and establishes a positive learning pathway for all abilities and reflects the particular cohort.

Safeguarding and safety remain at the core of the school's work with all staff proactive in their response to safeguarding and safety issues.

The Academy Trust is proud of the many opportunities provided to students through extra-curricular activities in sport, the arts and other curriculum areas and through the vast number of trips and visits. We regard this provision as evidence of the commitment and enthusiasm of our staff and of the positive relationships enjoyed between staff and students. Further evidence relating to all areas of achievement and these priorities has been reported to parents in our weekly newsletter and half-termly through Magnus accessed via [www.gbhs.co.uk](http://www.gbhs.co.uk).

### **Teaching, Learning and Assessment**

Wide ranging Continued Professional Development (CPD) opportunities are provided for teachers (and support staff). School CPD has continued to focus on developing 'Stretch and Challenge' and is led by two members of the senior team with responsibility for Teaching and Learning and Most Able students. This is further supported by a growing team of Teaching and Learning Champions (TLCs) comprising teachers at different stages of their development united by a passion for sharing best practice and supporting others. The school has also focused on sixth form teaching, identifying the skills required for successful learning and the ways in which teachers can develop these.

Drop Everything and Read (DEAR) is now established across the school to encourage independent reading and enable teachers to highlight the importance of reading in general and in relation to the increased rigour of the new GCSEs.

Consistency of judgement relating to lesson observation has been supported through training for new Heads of Faculty/Departments and TLC members who have also gained further experience in conducting learning walks and gauging the quality of marking, standards, climate for learning etc. Judgements of the quality of teaching and learning are based on formal lesson observation and learning walks, quality of marking and feedback, student feedback and outcomes.

---

**GREAT BADDOW HIGH SCHOOL**  
**(A company limited by guarantee)**

---

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

---

The lesson observation proforma is revised at least annually to reflect Academy Trust priorities and any changes to the Ofsted framework. The focus of the feedback is on improving practice and identifying outstanding practice for sharing within or across departments. All teachers are observed at least twice and often three times a year by their Head of Faculty/Department, by SLT as part of a faculty or aspect review and in a peer observation activity. All new teachers are observed by the Headteacher/AHT (T&L) during their first term.

The quality of teaching is graded as Good by the Academy Trust and is informed by planned and spontaneous lesson observations, learning walks and Faculty/Aspect Reviews and as evidenced through student outcomes. Lesson observation feedback informs individual or whole Academy Trust CPD. There is much evidence of outstanding practice. Where teaching is judged as Requiring Improvement, clear action points are identified to enable that teacher to become consistently 'good'. A very small number of teachers judged as 'requiring improvement', based on observed practice and student outcomes, have been supported by their line-managers and other outstanding practitioners through a programme of joint planning, paired observation and individual CPD.

Ofsted inspection in February 2017 confirmed the judgement of the leadership team:

'There is a 'buzz' of purposeful learning at Great Baddow High School and

'Teaching in the school is good, and there is also some outstanding practice. You make effective use of the very best practitioners to work with other teachers, who have identified aspects of their teaching which they want to improve.'

**Personal Development, Behaviour and Well-being**

The Academy Trust achieved attendance figures of 95.6% maintaining a trend of improved attendance over the last five years and above both national and Essex averages.

The attendance of disadvantaged students, a key area of focus, improved to 93.1% (+0.4% improvement on previous year) narrowing the gap by 0.8% and further building on that of the previous year.

Good attendance is usually taken to indicate that students feel happy, safe and are enjoying school. Attendance is an area of strength for the Academy Trust.

Great energy and drive from all staff involved, extra resources in terms of YMCA family support workers, Sycamore trust mentors, mentoring provided by the West Ham Foundation and greater involvement from MECES (Missing Education and Child Employment Service); combined with an enhanced range of rewards for good attendance have all contributed to this continued improvement.

The Academy Trust continues to take a strong and proactive stance in terms of its work to ensure excellent standards of behaviour are maintained. Behaviour in classrooms and around the school site remains of a very high standard. Fixed term exclusions reduced by 12.5% from the previous year, further improving on the 6.5% reduction in 2016/17 which itself showed a 16% reduction from 2015/16. There were two permanent exclusions.

All evidence (student voice and parental feedback) continues to confirm that a very high percentage of students are happy and feel safe and supported with parent feedback consistently in the high 90%.

The Academy Trust's rewards system is embedded across the age range with a number of rewards and prizes allocated for credits. The summer 'Rewards Event' was again very well received by pupils and further raised the profile of the importance of excellent attendance and effort.

**GREAT BADDOW HIGH SCHOOL**  
(A company limited by guarantee)

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

Safeguarding policies and systems are reviewed and reissued annually; all staff receive safeguarding training on a regular basis, including for PREVENT and FGM.

- In the school's own judgement behaviour and safety is at least Good with much that is Outstanding. Ofsted 2017: "Pupils' good behaviour reflects the values you aim to promote.
- Safeguarding children is at the heart of what the school stands for.
- The school's leaders go above and beyond what is expected of them to ensure each child's safety."

**GCSE Outcomes**

Year	5+ A*-C inc. English & Maths (4+ from 2017)	A*-C in both English and Maths (9-4 from 2017)	A*-C in English (9-4 in 2017)	A*-C in Maths (9-4 from 2017)	Attainment 8 score	Progress 8 score
2013	50%	51%	56%	65%		
2014	58%	62%	71%	69%		
2015	64%*	69%	79%	77%		
2016	67%	72%	79%	73%	52.3	+0.12
2017*	68%	73%	85%	79%	48.3	-0.08
2018	72%	74%	82%	79%	51.67	+0.18

\* from 2014 data is calculated on only 2 vocational courses with each counting as 1 GCSE equivalent and from 2017 the 5ACEM/ Eng&maths at C+ have been replaced by %grade4+ and grade5+ in both English and Maths.

Year	Grade 4 and above in English & maths	Grade 5 and above in English & maths	Maths Grade 9
2017	73% English - 85% Maths - 79%	51% English - 67% Maths - 56%	4.5% grade 9 in maths (3.5% national)
2018	74% English – 82% Maths – 79%	50% English – 69% Maths – 56%	4.4% grade 9 in maths (2.9% notational)

Ranked 2nd best non grammar school in Mid-Essex  
in 2017 and in 2018

A considerable level of intervention and support was again put into place for students in Year 11 including: revision skills sessions; mentoring; RAP (raising attainment and progress) meetings with a clear focus on specific pupils and/or subjects; Easter, half-term and weekend revision sessions; timetabled lessons continued during the exam period supported by a revision and exam warm-up programme; rigorous progress data meetings with heads of department and individual subject teachers; and a range of strategies for individuals.

**GREAT BADDOW HIGH SCHOOL**  
**(A company limited by guarantee)**

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

There has been a strong focus on middle leadership in raising standards, recognised in the February 2017 Ofsted report: 'Subject leaders also play a key role in school improvement, and my discussion with this group shows that they are well supported in raising standards across the school. You hold them to account well for the performance of their subject areas and are able to monitor their impact through their subject self-evaluation documents. This group of leaders feels valued by both senior leaders and members of the governing body.'

**A Level Outcomes**

	2014	2015	2016	2017	2018
No. A Level students	75	74	67	72	116*
No. A Level entries	269**	236	207	231	237
APS per entry	202.3 (218.4 without Gen. St.)	217.2	29.39 (C)	33.5 (C+)	32.3 (C+) (34.4. (C+) – A levels only)
National APS per entry	211.3	216.1	31.79 (C+)	32.39 (C+)	tbc
	<i>** fig. includes General Studies</i>				<i>*GBHS enables a number of vocational students to take 1 or 2 A Levels</i>
% A*-E school	96.6	99.6	98	99.1	99.3
% A*-E National	98.7	98.1	98.1	98.2	tbc
% A* - B school	42.5	41.5	46	42	46.5
% A* - B National	51	52.8	51.8	53.6	tbc
VA score	-0.07	-0.03	-0.18	-0.23	+0.14
Overall ALPS	3	4	5	5	3

**GREAT BADDOW HIGH SCHOOL**  
(A company limited by guarantee)

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

**Vocational Courses**

	2014	2015	2016	2017	2018
No. students	15	22	17	30	33
APS per entry	220.8	214.3	35.7	37.4 (Distinction+)	29.8 ( <i>IT Tech- 1 A level equivalent</i> ) 26.3 ( <i>Health &amp; Social Care – 2 A Level equivalent</i> )
National APS per entry	216.6	219.5	34.7	35.72 (Dist.)	tbc
% Pass+	100	100	100	100	100
% D*/D	51.8	61.1	63.8	70.3	15*
Overall VA	-0.02	0.21	-0.05	-0.1	tbc
Overall ALPS	3	3	5	5	n/a*
					<i>*BTEC Sport does not 'count' in 2018 data and is not included</i>
BTEC Sport outcomes for 2018 (3 A Level equivalent)	13 students	100% Pass+	87.2% D*/D	<i>The Academy Trust continued with the course as it has provided successful outcomes and continues to enable students to progress to Russell Group universities.</i>	

In 2018 of the 79 students in the sixth form who chose to go to university 90% gained places at their first choice university, 3% gained their insurance choice and 7% accepted other offers through clearing or are deferring.

**Outstanding performances:**

- Overall P8 + 0.18 (expected to rise to +0.20) Sig+
- Boys achieved a positive Progress 8 score for 1st time\* (+0.09) and had higher Attainment 8 score than girls. Progress 8 for Girls is +0.31
- Boys scored higher than girls for progress in maths (+0.14 to +0.13)
- Girls strong in English (+0.15) and Ebacc (+0.51)
- Low ability students overall show further improvement from +0.28 in 2017 to +0.31 in 2018
- Most Able\*
  - +0.19 (Maths +0.12, Ebacc +0.43, Open +0.23)
  - MA Boys\* +0.11 (Maths +0.14, Ebacc +0.37, Open +0.34)
  - MA Girls +0.27 (Maths +0.09, Eng.+0.03, Ebacc +0.49, Open +0.34)
- Boys\* +0.09 (Maths +0.14, Ebacc +0.36)
- Girls All elements positive
- Middle ability All elements positive
  - Middle ability boys +0.04 (Maths +0.12, Ebacc + 0.31)
  - Middle Ability Girls +0.34 (Eng. +0.27, Ma +0.02, Ebacc +0.40 Open +0.53)

---

**GREAT BADDOW HIGH SCHOOL**  
**(A company limited by guarantee)**

---

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

---

- Low Ability +0.31 (Eng. +0.14, Ma +0.43, Ebacc +0.65)
  - Low Ability boys +0.40 (Eng. +0.13, Ma +0.45, Ebacc +0.71, Open +0.22)
  - Low Ability girls +0.26 (Eng. +0.15, Ma +0.42, Ebacc +0.63)
- SEND All +0.31 (Ma +0.52, Ebacc +0.63, Open +0.09)
  - SEND K +0.01 (Ebacc +0.40)
  - SEND E +0.90 (Eng. +0.50, Ma +1.38, Ebacc +1.11, Open +0.65)

*\*indicates School Improvement priority/target for 2017/18*

Additional outstanding performance aspects:

- 40 Grade 9s in science
- 78% students achieved 4+ in at least 2 sciences
- 100 A\*/A or D\*/D grades at Key Stage 5
- 54% A\*/B or D\*/D at Key Stage 5
- 51% A\*/B at A Level
- 84% A\*-C at A Level
- 100% pass rate in 19/21 courses at Key Stage 5

A range of interventions has been deployed to target students at risk of underachieving. E.g. 1:1 tuition, revision classes and mentoring. Processes to monitor and track pupil progress, following regular assessment and supported by the school's use of 4Matrix have been further refined.

Ofsted inspection in February 2017 confirmed achievement to be Good. Outcomes in 2017 and in 2018 have demonstrated the success of actions in place to address the achievement of Most Able students in maths.

### **Recruitment and retention of staff and students**

Chelmsford is served by several good secondary schools and two grammar schools and our own catchment area generates approximately half of the numbers to admit in each year, with a proportion of those students going to grammar, independent or other secondary schools. Therefore, we invest in the recruitment of Year 7 students through an established primary liaison programme and by effective promotion of the Academy Trust through e.g. Open Evening, day time tours and increasing, positive media coverage.

---

**GREAT BADDOW HIGH SCHOOL**  
**(A company limited by guarantee)**

---

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

---

We have worked hard to address the perception of the Academy Trust in the local community as being 'for sporty pupils' by emphasising our academic, creative and social achievements as well as celebrating sporting success. Outperforming other schools in the area has also supported this shift in perceptions. In 2014 we adopted a second specialism in science, in part to reflect and celebrate the academic outcomes of our students as well as their sporting success. The increased popularity of the school and the change in perceptions is reflected in the

Unfortunately, this does not always translate into actual take up of places in September as some parents retain the offer until the last moment before choosing to remain in the private sector; as a consequence, some students on the waiting list accept lower offers elsewhere.

Applications (895) for 2018 remained buoyant. The Academy Trust chose to admit an additional 10 students into Year 7, admitting 251 (one through on appeal) comprising 138 boys and 113 girls.

Excellent outcomes at GCSE and the introduction of a new vocational Business Course contributed to a 17% growth in sixth form numbers for September 2018 with 129 now in Year 12 and 106 in Year 13. These numbers have enabled the Academy Trust to retain its commitment to the delivery of more marginal A Level subjects such as music, French, German and Further Maths. Thirty courses/subjects are offered.

The Academy Trust continues to be fully staffed with specialist, qualified teachers and two instructors who are specialists in their subject. Induction of new staff is supported through a formal programme led by the AHT Teaching and Learning and by Heads of Departments or team leaders. We seek to retain effective staff through development opportunities and promotion including TLR3 for special projects. Staff morale is high. Staff turnover is healthy. The reputation of the school, its ethos and its positive atmosphere have enabled the Academy Trust to appoint committed practitioners even in shortage subjects such as maths, science and English. The Trust remains committed to delivering Initial Teacher Training and this has also led to the appointment of a number of excellent teachers.

### **Spiritual, moral, social and cultural**

The Academy Trust prides itself on the wide range of opportunities available to our students, all of which are celebrated in our half-termly magazine, Magnus. The drama and music departments staged a number of performances, including 'Aladdin', the Christmas concert in Chelmsford Cathedral and other concerts and smaller scale productions in school. Students also enjoyed theatre visits, drama workshops and theatre in education performances. The Academy Trust remains committed to delivering a broad, balanced curriculum in Years 7 – 9 and retaining all the creative subjects in its GCSE and KS5 curriculum offer.

Workshops, lectures, trips and visits abroad and in the UK, including a German exchange, enable our students to experience different cultures and to meet new people.

The thriving leadership programme enables students from all years to support others in the Academy Trust and wider community and to take responsibility within the Academy Trust through a variety of different roles and activities. Charitable activities are undertaken throughout the year, often in response to students' suggestions and selected by school council. This has been further enhanced by a prefect scheme in Year 10 and 11 and through the contribution of students on the BTEC L3 Sports and Health and Social Care courses.



---

**GREAT BADDOW HIGH SCHOOL**  
**(A company limited by guarantee)**

---

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

---

Students lead or support activities in school, local primaries and the local community. The Sports Readers' and Maths Leaders' Scheme are now well established with younger pupils working regularly with an older student-mentor on a well-attended programme taking place before school. A substantial number of pupils were involved in leadership opportunities and supported the local primary school sports partnership in a number of their big events. A group of sixth form students supported pupils in local primary schools on a weekly basis.

SMSC and the promotion of British Values are supported through the Academy Trust's positive ethos, inclusive community, appropriate curriculum and wide-range of activities outside the timetabled day. The Academy Trust prides itself on the breadth of its offer to support the development of well-rounded young people able to make a useful contribution to their local, national and international communities.

### **Specialisms**

The Academy Trust has maintained its commitment to 'sport for all' and for providing a range of curriculum and extra-curricular opportunities for students of all abilities to enjoy physical exercise, develop leadership skills and to perform at a high level, as appropriate. Pupils are encouraged to fulfil their potential and have done so through their progress in school lessons or at a National level. Achievements were celebrated at the annual Sports Presentation Evening.

The school qualified for county competitions in trampolining, basketball and football and reached the regional round of the National Schools Cross Country for the Junior Boys team as well as the regional Athletics in three age groups. District level titles were won in a number of different sports, including Netball, Cricket, Athletics, Tennis and Basketball.

A number of students competed in national or international competition, including Erin Little, who competed at the British Swimming Championships in an age group above herself as well as three students who have competed at World Karate finals. 50 students are on our Gifted and Talented support programme to help mentor them as they compete at a high level. The department also worked on enlisting a greater number of student leaders and officials, with over 250 students involved last year.

The Academy Trust adopted science as a second specialism in September 2014. Science continues to achieve positive outcomes for students at GCSE. Forty grade 9s were achieved at GCSE, for example. Biology, chemistry, physics and psychology A Level are very popular subjects in the sixth form, with BTEC L3 in Health and Social Care having achieved 100% pass rate for its first cohort. A significant number of sixth formers, including many of our highest achievers, progress to science-based degrees. The faculty benefits from being fully staffed with science specialists including a number of outstanding female role models which we believe has contributed to the uptake of science at KS5 and progression to university.

Whole school engagement is supported through inter-house competitions for space week, biology week and the national science week. Curriculum enrichment takes place in the form of outside speakers and workshops, trips and visits e.g. to the Big Bang Fair in Birmingham and regular involvement in STEM activities and competitions, several of which are attended by local primary pupils. The physics team provided a workshop for primary colleagues on Flight and Forces. This is now an annual event, with a different science focus each time.

Great Baddow High School hosts the Physicsfest.

**Key Priorities identified in the School Development Plan 2018 –19**

- To improve the outcomes of disadvantaged students
- To continue to improve the progress and attainment of MA students
- To continue to improve the outcomes of boys
- To maintain financial sustainability and ensure the quality of educational experience for young people in our community
- To consolidate all strategies and implement to ensure rigour and consistency, particularly at KS3

**Key Performance Indicators**

The key performance indicators used by the Academy Trust and its Trustees are shown within the Achievements and Performance section of this report.

**Going Concern**

The trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Academy to continue as a going concern. The trustees make this assessment in respect of a period of at least two years from the date of authorisation for issue of the financial statements. There are uncertainties that exist in terms of teachers' pension contributions and the continuation of the teachers' pay grant beyond March 2020. However, the DfE have indicated that the pensions increase will be covered and the trustees believe it unlikely that the pay grant will not continue following the next spending review. There is always a bit of uncertainty around pupil numbers, but they remain strong within the academy and will be at a record high in September 2018. The academy's buildings and facilities remain well maintained and bids to the Condition Improvement Fund have continued to be successful. The school's financial position remains strong with reserves remaining above £400,000 throughout the period under consideration. The trustees have therefore concluded that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future and there is nothing that creates a material concern 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.

Pupil numbers remain strong. In 2017 The ESFA granted the academy a Deed of Variation to the existing funding agreement increasing the number of pupils from 1,413 to 1,520. The additional capacity is steadily being filled and will have reached 1,470 by September 2018. The Academy Trust has continued to significantly improve both the fabric and facilities of the Academy Trust. At the end of the financial year the Academy Trust is holding a healthy surplus. Looking forward, the financial projection for the next three years gives the Board of Trustees a positive expectation that the Academy Trust will remain in a healthy financial position - continuing to develop facilities and deliver the objectives and aims of the Academy Trust. 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.

---

**GREAT BADDOW HIGH SCHOOL**  
**(A company limited by guarantee)**

---

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

---

**FINANCIAL REVIEW**

The majority of the Academy Trust's funding was provided by the Education and Skills Funding Agency (ESFA). The Academy Trust's total income for the period 1 September 2017 to 31 August 2018 amounted to £8,375,141 (2017: £8,115,976) of which £6,660,070 (2017: £6,681,126) related to the General Annual Grant (GAG) and £244,265 (2017: £28,384) for ESFA Capital Grants. The Academy Trust held fund balances of £2,998,274 (2017: £2,426,037) at 31 August 2018, which includes unrestricted funds of £695,216 (2017: £498,665).

**Grants**

- i. All boiler/heating plant servicing Main block and Primmer has been replaced (Completion October 2018). Funded by the E.S.F.A. Condition Improvement Fund at £283,271 - with a final project cost of £310,000 (including an interest free Salix Loan of £14,184).

**Major Projects**

- i. Additional lighting to car park area, at an estimated project cost of £6,000.
- ii. Fire Alarm Control Panels replaced, at an estimated project cost of £12,000.

**Reserves Policy**

Under its Funding Agreement with the Secretary of State for Education Great Baddow High School is allowed to hold reserves at the year end, with no restriction. The Trustees have reviewed these reserve levels, taking into account projected pupil numbers, the condition of the buildings and cover for any difficulties that may be encountered with future staff recruitment and have determined that a balance of not less than £200k be held to provide sufficient working capital to cover the above and provide for potential delays between spending commitments and receipt of grants and also to allow for unexpected situations such as urgent maintenance work.

At 31 August 2018 the total funds comprised:

Unrestricted	695,216
Restricted: Fixed asset funds	5,680,058
GAG	-
Pension reserve	(3,377,000)
	<b>2,998,274</b>

The Academy Trust's current level of free reserves is £695,216 (2017: £498,665). The deficit on the pension reserve relates to the non-teaching staff pension scheme where, unlike the teachers' scheme, separate assets are held to fund future liabilities as discussed in Note 26. The deficit can be met in the longer term from any combination of increased employer or employee contributions, increased government funding or changes to scheme benefits. The restricted funds will be spent in accordance with the terms of the particular funds.

**Investment Policy**

Trustees wish to maximise income as far as possible. All monies received are banked intact as soon as is practicable. Where appropriate, a high interest or deposit account is maintained, in addition to the normal current account. If appropriate, surplus balances are, as far as possible, transferred to a high interest or deposit account.

---

**GREAT BADDOW HIGH SCHOOL**  
**(A company limited by guarantee)**

---

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

---

Short Term investments - maximum 6 months, may be made in higher interest bonds. However, due care is taken to ensure that funds are available to meet the commitments of the Academy Trust and to provide enough flexibility to support any significant expenditure decisions made by the Academy Trust.

**Principal Risks and Uncertainties**

Since converting to an Academy Trust on 1 July 2011, Great Baddow High School has been undertaking a comprehensive assessment of possible risks to which the Academy Trust could be exposed, in particular those relating to the teaching, provision of facilities, operational areas and the finances of the Academy Trust. Systems, controls and procedures are continually being developed to manage and mitigate these risks, which include:

- i. Variations year on year in the numbers of students joining the Academy Trust, with a concomitant effect upon funding levels
- ii. Variations to year on year government funding and the potential impact of funding reforms
- iii. Increases in staff related costs (N.I. and Pensions rates and pay awards) with no concomitant increase in funding
- iv. Major disaster (fire, flood, epidemic)
- v. The availability of high-quality teaching staff

The Academy's Risk Register was reviewed during the period by Essex County Council as part of the contracted Internal Controls Evaluation service and a report produced for the Board.

The Academy Trust practices through its Board, namely the Board of Trustees and the constituted subcommittees, risk management principles. Any major risks highlighted at any sub-committee are brought to the main Board with proposed mitigating actions and they continue to be reported until the risk is adequately mitigated.

The Board of Trustees accepts managed risk as an inevitable part of its operations but maintains an objective not to run unacceptable levels of risk in any area. The subjective nature of this process requires major risks to be resolved by the Board of Trustees collectively, whilst more minor risks are dealt with by senior officers.

**FUNDRAISING**

The fundraising activities on behalf of the Academy Trust are limited to an annual request to parents for voluntary donations to the School Fund. The Academy would consider charity fundraising for specific projects, but no activity of this nature took place during the year in question.

Commercial participators or professional fundraisers are not used in any capacity.

The Academy also supports six nominated charities. Each charity is selected on an annual basis by the year groups 7 – 11 and 6th form. Fundraising activities are limited to one non-uniform day per annum where students are requested to donate £1 each. There are also occasional ad-hoc activities e.g. cake sale and Christmas jumper day, to support national campaigns – Children In Need, Red Nose Day, Sport Relief etc. The Academy also participates in the 'Shoe Box Appeal' and in 2017 co-ordinated the donation of 474 shoe boxes. There was also an initiative to donate rucksacks to the 'Chelmsford Homeless' - 27 rucksacks were donated.

There have been no complaints about any of the above activities.

---

**GREAT BADDOW HIGH SCHOOL**  
**(A company limited by guarantee)**

---

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

---

**PLANS FOR FUTURE PERIODS**

To replace the water main coming into the school site and improve the HWS/CWS flow around the school (subject to C.I.F. bid).

To continue to update/replace the boiler plant servicing Hopkins and Link buildings (subject to C.I.F. bid).

To reconfigure classroom spaces to better suit the needs of students and the curriculum.

Also, longer term, to sell one of the small rarely used playing fields on the outer edge of the school and using the proceeds to fund a new Science Block and full size Astroturf 'all weather' sports pitch.

**FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS**

The Academy Trust also administers the income and expenditure accounts on behalf of the Local Delivery Group (LDG), consisting of the Academy Trust and seven local Primary schools. During the year it received £32,000 (2017: £32,000) and disbursed £32,383 (2017: £32,277) leaving a balance of £184 (2017: £567) at the end of August 2018, which is included in other creditors.

The Academy Trust also administers the income and expenditure accounts on behalf of the Behaviour and Attendance Partnership (BAP), consisting of the Academy Trust and eleven Mid-Essex Secondary schools. During the year it received £133,688 and disbursed £66,419 leaving a balance of £67,269 at the end of August 2018, which is included in other creditors.

**AUDITOR**

In so far as the trustees are aware:

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

The trustees appointed MHA MacIntyre Hudson as their auditors for the period under review.

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

**Signed**

**A Oades**

**Chair of Trustees**

**Date**

---

**GREAT BADDOW HIGH SCHOOL**  
**(A company limited by guarantee)**

---

**GOVERNANCE STATEMENT**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

---

**GOVERNANCE STATEMENT**

**SCOPE OF RESPONSIBILITY**

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

The Board of Trustees has delegated the day-to-day responsibility to the Headteacher, as Accounting Officer, Carol Evans, as Trustee (with the support of the Essex County Council RO service, which the school subscribes to), 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 Great Baddow High School and the Secretary of State for Education. They are also responsible for reporting to the Board of Trustees any material weaknesses or breakdowns in internal control.

**GOVERNANCE**

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The board of trustees has formally met 5 times during the year. Attendance during the year at meetings of the board of trustees was as follows:

<b>Trustee</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
<b>Carol Evans</b>	<b>5</b>	<b>5</b>
<b>Andy Oades</b>	<b>5</b>	<b>5</b>
<b>Jenny Beaumont</b>	<b>4</b>	<b>5</b>
<b>Ann Bell</b>	<b>5</b>	<b>5</b>
<b>Julian Butcher</b>	<b>4</b>	<b>5</b>
<b>Carol Colledge</b>	<b>5</b>	<b>5</b>
<b>John Hull</b>	<b>5</b>	<b>5</b>
<b>Carrie Lynch</b>	<b>5</b>	<b>5</b>
<b>Tracey Metson</b>	<b>4</b>	<b>5</b>
<b>Lisa Alderson</b>	<b>4</b>	<b>5</b>
<b>Beatrice Davidson</b>	<b>1</b>	<b>2</b>
<b>Caterina Garcea</b>	<b>4</b>	<b>5</b>
<b>Lorraine Harding</b>	<b>4</b>	<b>5</b>
<b>Susan Howell</b>	<b>5</b>	<b>5</b>
<b>Sally Clifford</b>	<b>1</b>	<b>2</b>

Sally Clifford re-joined on 19<sup>th</sup> October 2017 and resigned on 29<sup>th</sup> March 2018.

---

**GREAT BADDOW HIGH SCHOOL**  
**(A company limited by guarantee)**

---

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

---

The Trustees of Great Baddow High School reviewed their governance arrangements in 2017/18 by:

- reviewing and updating a self-assessment of governance using the 20 questions
- using the results of a skills audit to identify skills gaps and to identify training needs
- raising awareness of the ESFA 'Musts' requirements for governors
- reviewing letters from the ESFA Chief Executive Peter Lauener

Actions included a review of the working structure of the Governing Body, including committees' terms of reference and the number of governors. The business interest declaration form and the Code of Conduct were revised to comply with the recommendations of best practice by the National Governors Association.

Governors continue to attend training and keep up to date with educational changes which Ofsted (February 2017) said allows them 'to offer an appropriate degree of challenge and support.' Additional impact can be seen from the Ofsted report which stated 'my discussion with them (the governors) demonstrated a good grasp of the school's strengths and areas for improvement. Between them the Governing Body has a very useful range of skills of which they make effective use.'

Subscriptions are maintained for The Key for Governors and Essex Education Services Governor Services.

The next review of governance will be in October 2018.

**The Finance, Premises & Personnel Committee** is a sub-committee of the main Board of Trustees. Its purpose is to assist the decision making of the Governing Body by enabling more detailed consideration to be given to the best means of ensuring sound management of the Academy Trust's finances and resources, including the proper planning, monitoring and probity and to make appropriate comments, recommendations and decisions to the Full Governing Body. Attendance at meetings in the year was as follows:

<b>Trustee</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
<b>Andy Oades (Chair)</b>	<b>2</b>	<b>3</b>
<b>Jenny Beaumont</b>	<b>3</b>	<b>3</b>
<b>Ann Bell</b>	<b>3</b>	<b>3</b>
<b>Carol Colledge</b>	<b>3</b>	<b>3</b>
<b>Carrie Lynch</b>	<b>3</b>	<b>3</b>
<b>Lisa Alderson</b>	<b>3</b>	<b>3</b>
<b>Lorraine Harding</b>	<b>1</b>	<b>3</b>
<b>Carol Evans (Responsible Officer)</b>	<b>3</b>	<b>3</b>

**The Audit Committee** is also a sub-committee of the main Board of Trustees. Its purpose is to provide assurance to the Governing Body that management is exercising full and effective control of the Academy Trust's finances and resources, that risk management is embedded across all Academy Trust processes and make appropriate comments and recommendations to the Full Governing Body. There were no particular issues dealt with by either the Finance Premises and Personnel or the Audit committees during the year.

---

**GREAT BADDOW HIGH SCHOOL**  
**(A company limited by guarantee)**

---

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

---

Attendance at meetings in the year was as follows:

<b>Trustee</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
<b>Lisa Alderson (Chair)</b>	<b>2</b>	<b>2</b>
<b>Andy Oades</b>	<b>1</b>	<b>2</b>
<b>Carrie Lynch</b>	<b>2</b>	<b>2</b>
<b>Jenny Beaumont</b>	<b>2</b>	<b>2</b>
<b>Lorraine Harding</b>	<b>0</b>	<b>2</b>
<b>Carol Evans (Responsible Officer)</b>	<b>2</b>	<b>2</b>

### **REVIEW OF VALUE FOR MONEY**

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

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

The accounting officer for the academy trust has ensured that financial resources within the school are utilised to maximise their impact on the educational outcomes of the academy. These outcomes are detailed within the Achievements and Results section above.

The trust continues to play a pro-active role in both the Local Delivery Group and Behaviour and Attendance Partnerships (a sub-group of the Mid-Essex Secondary Heads (MESH) group) – contributing fully to the pooled funding arrangements – where, through collaboration, economies of scale have continued to be achieved in respect of a range of pastoral and educational activities e.g.

- Chelmsford Teaching Schools' Alliance (shared CPD, NQT conference)
- Essex Business Managers and FD Forum (benchmarking, information & document exchange)
- Chelmsford School Sports Partnership (joint funding of staff, administrative support)
- West Ham United Football Foundation (provision of staff to support curriculum and extra-curricular activities)

Purchases (in excess of £25,000) follow a stringent procurement process supported by professional and independent evaluations and assessments of the responses to tenders before any decision is made or any contract signed. The Tender limit is kept low to ensure best value.

A clear challenge approach is in evidence to ensure value for money is optimised at all times. Minutes are produced for each tender meeting.

Medium value purchases (in excess of £7,500) require a minimum of three quotations to be obtained. Any attempts to circumvent this approach are identified by the Finance team and/or Business Manager as part of the approval process and permission is refused – again kept low to ensure best value.

- Regular contractors' quotes are checked on an ad-hoc basis to ensure they are still competitive.
- Cheques over £50,000 require two signatures – one of which must be the chair of Finance, Premises & Personnel.



---

**GREAT BADDOW HIGH SCHOOL**  
**(A company limited by guarantee)**

---

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

---

- Presentation required for governors showing justification, benefits and links to the School Development Plan, for purchases over £25,000.
- Separate Audit Committee to ensure propriety.

Better purchasing:

- Benchmarking through Essex Business managers and FD forum.

Contracts and services are regularly reviewed to ensure that the academy trust is obtaining optimum value for money. The academy trust regularly benchmarks several areas across its operations with other secondary schools locally, particularly to review costs and expenditure. Where cost savings or other economic benefits could accrue from a review of services, providers or contractors - a full evaluation is undertaken before any decision is made to change provider or renegotiate the current contract or price. In recent years the school has taken both the catering and cleaning services in-house, giving significant cost savings.

Association of Secondary Heads in Essex (ASHE) provides cost-effective training for senior staff, best practice workshops for subject leaders, advice and guidance on national and local issues and liaises between schools and the LA to minimise bureaucracy.

MESH supports the provision of a support worker/counsellor and a senior teacher to 'broker' managed moves. This drastically reduces the time taken by pastoral leaders and facilitates better outcomes for students at risk of permanent exclusion. MESH and ASHE provide a forum for sharing best practice.

The academy has successfully bid for capital funding during the year securing a grant from the E.S.F.A. Condition Improvement Fund £283,271 plus a Salix Loan (Interest Free Government Scheme) of £14,184.

The academy also secured a £3,500 from Active Essex to run a Well Being programme for students.

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

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of academy trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Great Baddow High School for the period 1 September 2017 to 31 August 2018 and up to the date of approval of the annual report and financial statements

### **CAPACITY TO HANDLE RISK**

The board of trustees has reviewed the key risks to which the academy trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board of trustees is of the view that there is a formal on-going process for identifying, evaluating and managing the academy trust's significant risks that has been in place for the period 1 September 2017 to 31 August 2018 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the board of trustees

---

**GREAT BADDOW HIGH SCHOOL**  
**(A company limited by guarantee)**

---

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

---

**THE RISK AND CONTROL FRAMEWORK**

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

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

The Board of Trustees has considered the need for a specific internal audit function and has decided not to appoint an internal auditor. However, the Trustees have appointed Carol Evans, a Trustee, as Responsible Officer ('RO'). The RO's role includes performing a range of checks on the Academy Trust's financial systems. On a termly basis, the RO reports to the Board of Trustees through the Audit Committee/Finance, Premises & Personnel Committee on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities. The role is supported by the work of the Essex County Council ICE (Internal Controls Evaluation) service, which the school subscribes to. The RO service has delivered their schedule of work as planned and the Academy Trust confirms that no material control issues arose as a result of the RO's work.

In particular, the checks carried out in the current period included testing of:

- payroll systems
- purchase systems including tendering
- control account/bank reconciliations
- income processing, lettings systems and aged debtors
- inventory and capitalised assets
- connected party transactions
- the process for budget setting and approval

This year the programme included a review of the Academy's Risk Register on behalf of the board.

**REVIEW OF EFFECTIVENESS**

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

- the work of the responsible officer
- the work of the external auditor;
- the work of the senior managers within the academy trust who have responsibility for the development and maintenance of the internal control framework.

---

**GREAT BADDOW HIGH SCHOOL**  
**(A company limited by guarantee)**

---

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

---

The accounting officer has been advised of the implications of the result of their review of the system of internal control by the audit committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the members of the board of trustees on ..... and signed on its behalf by:

.....

**A Oades**  
**Chair of Trustees**

.....

**C Lynch**  
**Accounting Officer**

---

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

---

**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**

---

As Accounting Officer of Great Baddow High School I have considered my responsibility to notify the Academy Trust Board of Trustees and the Education & Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the Academy Trust, under the funding agreement in place between the Academy Trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2017.

I confirm that I and the Academy Trust Board of Trustees are able to identify any material irregular or improper use of funds by the Academy Trust, or material non-compliance with the terms and conditions of funding under the Academy Trust's funding agreement and the Academies Financial Handbook 2017.

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the Board of Trustees and ESFA.

.....  
**C Lynch**  
**Accounting Officer**

---

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

---

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

---

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2015 and the Academies Accounts Direction 2017 to 2018;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

The Trustees are responsible for ensuring that in its conduct and operation the charitable company applies financial and other controls, which conform with the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from ESFA/DfE have been applied for the purposes intended.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by order of the members of the Board of Trustees on \_\_\_\_\_ and signed on its behalf by:

.....  
**A Oades**  
**Chair of Trustees**

---

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

---

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF GREAT BADDOW HIGH SCHOOL**

---

**OPINION**

We have audited the Financial Statements of Great Baddow High School (the 'Academy Trust') for the year ended 31 August 2018 which comprise the Statement of Financial Activities (Incorporating the Income and Expenditure Account), the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2015 and the Academies Accounts Direction 2017 to 2018 issued by the Education & Skills Funding Agency.

In our opinion the Financial Statements:

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

**BASIS FOR OPINION**

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

**CONCLUSIONS RELATING TO GOING CONCERN**

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 Trust'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.

---

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

---

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF GREAT BADDOW HIGH SCHOOL**

---

**OTHER INFORMATION**

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

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

We have nothing to report in this regard.

**OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006**

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

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

**MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

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

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

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

**RESPONSIBILITIES OF TRUSTEES**

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

---

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

---

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF GREAT BADDOW HIGH SCHOOL**

---

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

**AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**

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

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

**USE OF OUR REPORT**

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

**MHA MacIntyre Hudson**

Chartered Accountants  
Statutory Auditors

Boundary House  
4 County Place  
Chelmsford  
Essex  
CM2 0RE  
Date:



---

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

---

**INDEPENDENT REPORTING ACCOUNTANTS' ASSURANCE REPORT ON REGULARITY TO GREAT BADDOW HIGH SCHOOL AND THE EDUCATION & SKILLS FUNDING AGENCY**

---

In accordance with the terms of our engagement letter dated 28 November 2017 and further to the requirements of the Education & Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2017 to 2018, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Great Baddow High School during the year 1 September 2017 to 31 August 2018 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to Great Baddow High School and the ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Great Baddow High School 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 Great Baddow High School and the ESFA, for our work, for this report, or for the conclusion we have formed.

**RESPECTIVE RESPONSIBILITIES OF GREAT BADDOW HIGH SCHOOL'S ACCOUNTING OFFICER AND THE REPORTING ACCOUNTANT**

The Accounting Officer is responsible, under the requirements of Great Baddow High School's funding agreement with the Secretary of State for Education dated 1 July 2011, and the Academies Financial Handbook extant from 1 September 2017, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

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

**APPROACH**

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

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

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

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

---

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

---

**INDEPENDENT REPORTING ACCOUNTANTS' ASSURANCE REPORT ON REGULARITY TO GREAT BADDOW HIGH SCHOOL AND THE EDUCATION & SKILLS FUNDING AGENCY (continued)**

---

The work undertaken to draw our conclusions includes:

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

**CONCLUSION**

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the year 1 September 2017 to 31 August 2018 have not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

**MHA MacIntyre Hudson**

Chartered Accountants  
Statutory Auditors

Boundary House  
4 County Place  
Chelmsford  
Essex  
CM2 0RE

Date:

**GREAT BADDOW HIGH SCHOOL**  
(A Company Limited by Guarantee)

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

	Note	Unrestricted funds 2018 £	Restricted general funds 2018 £	Restricted fixed asset funds 2018 £	Total funds 2018 £	Total funds 2017 £
<b>INCOME FROM:</b>						
Donations and capital grants	2	7,479	-	244,265	251,744	70,916
Charitable activities	3	422,240	7,622,951	-	8,045,191	7,974,308
Other trading activities	4	76,189	-	-	76,189	68,324
Investments	5	2,017	-	-	2,017	2,428
<b>TOTAL INCOME</b>		<b>507,925</b>	<b>7,622,951</b>	<b>244,265</b>	<b>8,375,141</b>	<b>8,115,976</b>
<b>EXPENDITURE ON:</b>						
Raising funds		34,760	-	-	34,760	32,700
Charitable activities		276,614	7,885,502	349,028	8,511,144	8,825,033
<b>TOTAL EXPENDITURE</b>	6	<b>311,374</b>	<b>7,885,502</b>	<b>349,028</b>	<b>8,545,904</b>	<b>8,857,733</b>
<b>NET INCOME BEFORE TRANSFERS</b>						
Transfers between Funds	18	196,551	(262,551)	(104,763)	(170,763)	(741,757)
		-	(68,449)	68,449	-	-
<b>NET INCOME / (EXPENDITURE) BEFORE OTHER RECOGNISED GAINS AND LOSSES</b>						
		196,551	(331,000)	(36,314)	(170,763)	(741,757)
Actuarial gains on defined benefit pension schemes	23	-	743,000	-	743,000	480,000
<b>NET MOVEMENT IN FUNDS</b>		<b>196,551</b>	<b>412,000</b>	<b>(36,314)</b>	<b>572,237</b>	<b>(261,757)</b>
<b>RECONCILIATION OF FUNDS:</b>						
Total funds brought forward		498,665	(3,789,000)	5,716,372	2,426,037	2,687,794
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>695,216</b>	<b>(3,377,000)</b>	<b>5,680,058</b>	<b>2,998,274</b>	<b>2,426,037</b>

The notes on pages 36 to 58 form part of these Financial Statements.

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 07662023**

**BALANCE SHEET**  
**AS AT 31 AUGUST 2018**

	Note	£	2018 £	£	2017 £
<b>FIXED ASSETS</b>					
Tangible assets	14		<b>5,603,852</b>		5,699,092
<b>CURRENT ASSETS</b>					
Stocks	15	<b>4,409</b>		5,270	
Debtors	16	<b>160,527</b>		271,184	
Cash at bank and in hand		<b>1,139,622</b>		831,686	
			<b>1,304,558</b>		1,108,140
<b>CREDITORS:</b> amounts falling due within one year	17	<b>(533,136)</b>		(592,195)	
<b>NET CURRENT ASSETS</b>			<b>771,422</b>		515,945
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<b>6,375,274</b>		6,215,037
Defined benefit pension scheme liability	23		<b>(3,377,000)</b>		(3,789,000)
<b>NET ASSETS INCLUDING PENSION SCHEME LIABILITIES</b>			<b>2,998,274</b>		2,426,037
<b>FUNDS OF THE ACADEMY</b>					
Restricted funds:					
Restricted fixed asset funds		<b>5,680,058</b>		5,716,372	
Restricted pension reserve		<b>(3,377,000)</b>		(3,789,000)	
Total restricted funds			<b>2,303,058</b>		1,927,372
Unrestricted general funds	18		<b>695,216</b>		498,665
<b>TOTAL FUNDS</b>			<b>2,998,274</b>		2,426,037

The Financial Statements on pages 33 to 58 were approved by the Trustees, and authorised for issue, on and are signed on their behalf, by:

.....  
**A Oades**  
**Chair of Trustees**

The notes on pages 36 to 58 form part of these Financial Statements.

---

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

---

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2018**

---

	<b>Note</b>	<b>2018</b> <b>£</b>	<b>2017</b> <b>£</b>
<b>Cash flows from operating activities</b>			
Net cash provided by/(used in) operating activities	20	<b>130,103</b>	(276,944)
<b>Cash flows from investing activities:</b>			
Investment income		<b>2,017</b>	2,428
Purchase of tangible fixed assets		<b>(68,449)</b>	(18,983)
Capital grants from DfE Group		<b>244,265</b>	28,384
<b>Net cash provided by investing activities</b>		<b>177,833</b>	11,829
<b>Cash flows from financing activities:</b>			
Repayments of borrowings		-	(8,092)
<b>Net cash used in financing activities</b>		-	(8,092)
<b>Change in cash and cash equivalents in the year</b>		<b>307,936</b>	(273,207)
Cash and cash equivalents brought forward		<b>831,686</b>	1,104,893
<b>Cash and cash equivalents carried forward</b>	21	<b>1,139,622</b>	831,686

The notes on pages 36 to 58 form part of these Financial Statements.

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

---

**1. ACCOUNTING POLICIES**

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

**1.1 Basis of preparation of financial statements**

The Financial Statements of the Academy Trust, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2017 to 2018 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

Great Baddow High School constitutes a public benefit entity as defined by FRS 102. The Financial Statements are prepared in sterling which is the functional currency of the Academy Trust and rounded to the nearest pound.

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

**1.2 Going concern**

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

**1.3 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 Department for Education Group.

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

---

**1. ACCOUNTING POLICIES (continued)**

**1.4 Income**

All income is recognised once the Academy Trust has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

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

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

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 receipt is probable and it is measurable.

Donations are recognised on a receivable basis where receipt is probable and the amount can be reliably measured.

Other income, including the hire of facilities, is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

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

---

**1. ACCOUNTING POLICIES (continued)**

**1.5 Expenditure**

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

Expenditure on raising funds 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.

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

All expenditure is inclusive of irrecoverable VAT.

**1.6 Tangible fixed assets and depreciation**

All assets costing more than £2,000 are capitalised and are carried at cost, net of depreciation and any provision for impairment.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the Balance Sheet at cost and depreciated over their expected useful economic life. Where there are specific conditions attached to the funding requiring the continued use of the asset, the related grants are credited to a restricted fixed asset fund in the Statement of Financial Activities and carried forward in the Balance Sheet. Depreciation on the relevant assets is charged directly to the restricted fixed asset fund in the Statement of Financial Activities. Where tangible fixed assets have been acquired with unrestricted funds, transfers are made to the fixed asset fund.

Depreciation is provided on all tangible fixed assets other than freehold land, at rates calculated to write off the cost of these assets, less their estimated residual value, over their expected useful lives on the following bases:

Long-term leasehold property	-	Over 50 years straight line
Leasehold improvements	-	Over 20 / 50 years straight line
Motor vehicles	-	Over 4 years straight line
Fixtures and fittings	-	Over 4 years straight line
Computer equipment	-	Over 4 years straight line

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.



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

---

**1. ACCOUNTING POLICIES (continued)**

**1.7 Operating leases**

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

**1.8 Stock**

Stocks and work in progress are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

**1.9 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**1.10 Liabilities and provisions**

Liabilities and provisions are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Academy 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. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

**1.11 Financial instruments**

The Academy Trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the Academy Trust and their measurement 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 16. Prepayments are not financial instruments. Cash at bank is classified as a basic financial instrument and is measured at face value.

*Financial liabilities* - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised costs as detailed in note 17. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instruments.

**1.12 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.

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

---

**1. ACCOUNTING POLICIES (continued)**

**1.13 Pensions**

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

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Academy Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 23, 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.

**1.14 Agency arrangements**

The Academy Trust acts as an agent in distributing 16-19 Bursary Funds from the ESFA. Payments received from the ESFA and subsequent disbursements to students are excluded from the Statement of Financial Activities as the Academy Trust does not have control over the charitable application of the funds. The Academy Trust can use up to 5% of the allocation towards its own administration costs and this is recognised in the Statement of Financial Activities.

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

**1. ACCOUNTING POLICIES (continued)**

**1.15 Critical accounting estimates and areas of judgment**

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

Critical accounting estimates and assumptions:

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 23, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 August 2018. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

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

	<b>Unrestricted funds 2018 £</b>	<b>Restricted general funds 2018 £</b>	<b>Restricted fixed asset funds 2018 £</b>	<b>Total funds 2018 £</b>	<b>Total funds 2017 £</b>
Donations	7,479	-	-	7,479	42,532
Capital grants	-	-	244,265	244,265	28,384
<b>Total 2018</b>	<b>7,479</b>	<b>-</b>	<b>244,265</b>	<b>251,744</b>	<b>70,916</b>
<b>Total 2017</b>	<b>42,532</b>	<b>-</b>	<b>28,384</b>	<b>70,916</b>	

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

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

**3. CHARITABLE ACTIVITIES - FUNDING FOR EDUCATIONAL OPERATIONS**

	Unrestricted funds 2018 £	Restricted general funds 2018 £	Total funds 2018 £	Total funds 2017 £
<b>DfE/ESFA grants</b>				
General Annual Grant (GAG)	-	6,666,070	6,666,070	6,681,126
Pupil Premium	-	214,358	214,358	250,125
Other DfE/EFA Revenue Grants	-	21,272	21,272	-
	-	6,901,700	6,901,700	6,931,251
<b>Other government grants</b>				
Local Authority Revenue Grants	-	599,857	599,857	443,450
Other Government Revenue Grants	-	4,769	4,769	9,592
	-	604,626	604,626	453,042
<b>Other funding</b>				
Other Income	422,240	116,625	538,865	590,015
	422,240	116,625	538,865	590,015
Total 2018	422,240	7,622,951	8,045,191	7,974,308
Total 2017	408,527	7,565,781	7,974,308	

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

**4. OTHER TRADING ACTIVITIES**

	Unrestricted funds 2018 £	Restricted general funds 2018 £	Total funds 2018 £	Total funds 2017 £
Catering income	18,209	-	18,209	31,880
Other self generated income	57,980	-	57,980	36,444
Total 2018	76,189	-	76,189	68,324
Total 2017	68,324	-	68,324	

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

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

**5. INVESTMENT INCOME**

	Unrestricted funds 2018 £	Restricted general funds 2018 £	Total funds 2018 £	Total funds 2017 £
Bank interest receivable	2,017	-	2,017	2,428
Total 2017	2,428	-	2,428	

**6. TOTAL EXPENDITURE**

	Staff costs 2018 £	Premises 2018 £	Other costs 2018 £	Total 2018 £	Total 2017 £
Expenditure on raising funds					
Direct costs	-	-	-	-	-
Support costs	-	-	34,760	34,760	32,700
Charitable activities:					
Direct costs	5,370,016	-	966,891	6,336,907	6,611,414
Support costs	1,306,505	653,787	213,945	2,174,237	2,213,619
Total 2018	6,676,521	653,787	1,215,596	8,545,904	8,857,733
Total 2017	6,741,302	723,902	1,392,529	8,857,733	

In 2017, of the total expenditure of £8,857,733, £561,978 was from unrestricted funds, £7,863,558 was from restricted funds and £432,197 was from restricted fixed asset funds.

**7. ANALYSIS OF EXPENDITURE BY CHARITABLE ACTIVITIES**

	Activities undertaken directly 2018 £	Support costs 2018 £	Total 2018 £	Total 2017 £
Educational operations	6,336,907	2,174,237	8,511,144	8,825,033
Total 2017	6,611,414	2,213,619	8,825,033	

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

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

**8. TOTAL SUPPORT COSTS**

	Fundraising expenses £	Educational operations £	Total 2018 £	Total 2017 £
Defined benefit pension scheme finance cost	-	96,000	96,000	85,000
Premises costs	-	618,378	618,378	641,509
Governance costs	-	17,236	17,236	20,787
Other costs	34,760	68,429	103,189	124,756
Staff costs	-	1,210,505	1,210,505	1,180,520
Depreciation	-	163,689	163,689	193,747
Total 2018	<u>34,760</u>	<u>2,174,237</u>	<u>2,208,997</u>	<u>2,246,319</u>
Total 2017	<u>32,700</u>	<u>2,213,619</u>	<u>2,246,319</u>	

**9. GOVERNANCE COSTS**

	2018 £	2017 £
Auditors' remuneration - Audit of the Financial Statements	9,450	9,250
Auditors' remuneration - Other services	6,995	6,400
Support costs	791	5,137
Total	<u>17,236</u>	<u>20,787</u>

**10. NET INCOME/(EXPENDITURE)**

This is stated after charging:

	2018 £	2017 £
Depreciation of tangible fixed assets: - owned by the Academy Trust	163,689	193,747
Auditors' remuneration - Audit of the Financial Statements	9,450	9,250
Auditors' remuneration - Other services	6,995	6,400
Operating lease rentals	<u>13,072</u>	<u>13,060</u>

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

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

**11. STAFF COSTS**

**a. Staff costs**

Staff costs were as follows:

	<b>2018</b>	2017
	£	£
Wages and salaries	<b>4,966,308</b>	4,997,366
Social security costs	<b>471,264</b>	474,120
Pension costs	<b>1,087,436</b>	1,047,325
	<u><b>6,525,008</b></u>	<u>6,518,811</u>
Agency staff costs	<b>55,513</b>	128,127
Staff restructuring costs	-	9,364
Defined benefit pension scheme finance cost	<b>96,000</b>	85,000
	<u><b>6,676,521</b></u>	<u>6,741,302</u>

Staff restructuring costs comprise:

Severance payments	-	9,364
	<u>-</u>	<u>9,364</u>

**b. Staff numbers**

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

	<b>2018</b>	2017
	No.	No.
Teachers	<b>101</b>	103
Administration and support	<b>102</b>	101
Management	<b>3</b>	3
	<u><b>206</b></u>	<u>207</u>

**c. Higher paid staff**

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

	<b>2018</b>	2017
	No.	No.
In the band £60,001 - £70,000	<b>2</b>	1
In the band £70,001 - £80,000	<b>1</b>	1
In the band £80,001 - £90,000	<b>1</b>	0
In the band £100,001 - £110,000	<b>0</b>	1
In the band £110,001 - £120,000	<b>1</b>	0

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

---

**11. STAFF COSTS (continued)**

**d. Key management personnel**

The Key Management Personnel of the Academy Trust comprise the Staff Trustees, Headteacher, Deputy Headteacher and Business Manager as listed on page 1. The total amount payable (including employer pension and employer national insurance contributions) for the services provided by the Key Management Personnel to the Academy Trust was £430,302 (2017 - £395,165).

**12. 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 other staff members under their contracts of employment, and not in respect of their role as Trustees. The value of Trustees' remuneration and other benefits was as follows:

		<b>2018</b>	2017
		<b>£</b>	<b>£</b>
C Lynch (Headteacher and Accounting Officer)	Remuneration	<b>110,000-115,000</b>	105,000-110,000
	Pension contributions paid	<b>15,000-20,000</b>	15,000-20,000
S Howell (Staff Trustee)	Remuneration	<b>15,000-20,000</b>	10,000-15,000
	Pension contributions paid	<b>0-5,000</b>	0-5,000
J Butcher (Staff Trustee)	Remuneration	<b>45,000-50,000</b>	45,000-50,000
	Pension contributions paid	<b>5,000-10,000</b>	5,000-10,000

During the year ended 31 August 2018, no Trustees received any reimbursement of expenses (2017 - £NIL).

**13. 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 £5,000,000. It is not possible to quantify the Trustees and officers indemnity element from the overall cost of the RPA scheme.



**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

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

**14. TANGIBLE FIXED ASSETS**

	Long-term leasehold property £	Leasehold improve- ments £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Total £
<b>Cost</b>						
At 1 September 2017	5,523,442	819,147	47,316	180,176	199,767	6,769,848
Additions	-	46,241	-	2,208	20,000	68,449
Disposals	-	-	-	(108,697)	(106,806)	(215,503)
At 31 August 2018	5,523,442	865,388	47,316	73,687	112,961	6,622,794
<b>Depreciation</b>						
At 1 September 2017	628,704	85,293	34,630	170,906	151,223	1,070,756
Charge for the year	100,869	27,460	6,344	3,061	25,955	163,689
On disposals	-	-	-	(108,697)	(106,806)	(215,503)
At 31 August 2018	729,573	112,753	40,974	65,270	70,372	1,018,942
<b>Net book value</b>						
At 31 August 2018	4,793,869	752,635	6,342	8,417	42,589	5,603,852
At 31 August 2017	4,894,738	733,854	12,686	9,270	48,544	5,699,092

Included in long-term leasehold property is land at valuation of £480,000 (2017 - £480,000) which is not depreciated.

The leasehold property was valued on 21 June 2011 by a RICS Registered Valuer using the Depreciated Replacement Cost method.

The leasehold land and buildings are owned by Essex County Council. The Academy holds a 125 year leasehold on a peppercorn rent.

**15. STOCKS**

	2018 £	2017 £
Catering	4,409	5,270

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

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

**16. DEBTORS**

	2018 £	2017 £
Trade debtors	7,677	280
Other debtors	43,803	35,037
Prepayments and accrued income	109,047	235,867
	<u>160,527</u>	<u>271,184</u>

**17. CREDITORS: Amounts falling due within one year**

	2018 £	2017 £
Trade creditors	121,388	145,882
Other taxation and social security	123,263	123,239
Pension contributions payable	105,351	106,962
Other creditors	80,013	12,438
Accruals and deferred income	103,121	203,674
	<u>533,136</u>	<u>592,195</u>

	2018 £	2017 £
<b>Deferred income</b>		
Deferred income at 1 September 2017	64,732	80,272
Resources deferred during the year	59,955	64,732
Amounts released from previous years	(64,732)	(80,272)
Deferred income at 31 August 2018	<u>59,955</u>	<u>64,732</u>

At the balance sheet date the Academy Trust was holding funds received in advance of the 2018-19 academic year in respect of;

- Restricted funding from the ESFA for rates relief for September 2018 to March 2019
- Restricted over funding from the LA in respect of High Needs
- Restricted income from parents for trips taking place in 2018/19
- Unrestricted income from parents for music lessons to be provided in the Autumn term
- Unrestricted catering income in respect of lunch cards to be used in the Autumn term

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

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

**18. STATEMENT OF FUNDS - CURRENT YEAR**

	Balance at 1 September 2017 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2018 £
<b>Unrestricted funds</b>						
General Funds	498,665	507,925	(311,374)	-	-	695,216
<b>Restricted general funds</b>						
General Annual Grant (GAG)	-	6,666,070	(6,643,862)	(22,208)	-	-
Pupil Premium	-	214,358	(214,358)	-	-	-
Other DfE/ESFA Revenue Grants	-	21,272	(21,272)	-	-	-
Local Authority Revenue Grants	-	599,857	(553,616)	(46,241)	-	-
Other Government Revenue Grants	-	4,769	(4,769)	-	-	-
Other Activities	-	116,625	(116,625)	-	-	-
Pension Reserve	(3,789,000)	-	(331,000)	-	743,000	(3,377,000)
	<u>(3,789,000)</u>	<u>7,622,951</u>	<u>(7,885,502)</u>	<u>(68,449)</u>	<u>743,000</u>	<u>(3,377,000)</u>
<b>Restricted fixed asset funds</b>						
NBV of Fixed Assets	5,699,092	-	(163,689)	68,449	-	5,603,852
DfE / ESFA Capital Grants	17,280	244,265	(185,339)	-	-	76,206
	<u>5,716,372</u>	<u>244,265</u>	<u>(349,028)</u>	<u>68,449</u>	<u>-</u>	<u>5,680,058</u>
Total restricted funds	<u>1,927,372</u>	<u>7,867,216</u>	<u>(8,234,530)</u>	<u>-</u>	<u>743,000</u>	<u>2,303,058</u>
Total of funds	<u><u>2,426,037</u></u>	<u><u>8,375,141</u></u>	<u><u>(8,545,904)</u></u>	<u><u>-</u></u>	<u><u>743,000</u></u>	<u><u>2,998,274</u></u>

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

---

**18. STATEMENT OF FUNDS - CURRENT YEAR (continued)**

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

The General Fund has been created to recognise the incoming and outgoing resources in respect of activities undertaken by the Academy Trust which fall outside the scope of its core activities.

The General Annual Grant (GAG) represents the core funding for the educational activities of the school that has been provided to the Academy Trust via the Education and Skills Funding Agency by the Department for Education. The GAG fund has been set up because the GAG must be used for the normal running costs of the Academy Trust.

The Pupil Premium fund has been established to recognise the restricted funding from the Education and Skills Funding Agency to raise the attainment of disadvantaged pupils and close the gap between them and their peers.

The Local Authority revenue grants fund has been set up to recognise the income received from Essex County Council as a contribution towards the cost of the Academy Trust's revenue expenditure.

The Other Government Grants fund has been established to recognise grants from Government bodies other than the DfE/ESFA and Local Authorities that fall outside the scope of core funding.

The Other activities fund has been established to recognise all other restricted funding that cannot be classified above but fall outside the scope of its core activities.

The LGPS deficit (pension reserve) fund has been created to separately identify the pension deficit inherited from the Local Authority upon conversion to Academy Trust status, and through which all the pension scheme movements are recognised.

The NBV of Fixed Assets fund has been set up to recognise the tangible assets held by the Academy Trust and is equivalent to the net book value of tangible fixed assets. Depreciation of tangible fixed assets is allocated to this fund.

The DfE/ESFA Capital grants fund has been created to recognise capital grants received for the purpose of the acquisition of tangible fixed assets. As tangible fixed assets are purchased, a transfer is made to the NBV of Fixed Assets fund.

Under the funding agreement with the Secretary of State, the Academy Trust was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2018.

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

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

**18. STATEMENT OF FUNDS - CURRENT YEAR (continued)**

**STATEMENT OF FUNDS - PRIOR YEAR**

	Balance at 1 September 2016 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2017 £
<b>General funds</b>						
General Funds	538,832	521,811	(561,978)	-	-	498,665
<b>Restricted general funds</b>						
General Annual Grant (GAG)	-	6,681,126	(6,662,143)	(18,983)	-	-
Pupil Premium	18,760	250,125	(268,885)	-	-	-
Local Authority Revenue Grants	-	443,450	(443,450)	-	-	-
Other Government Revenue Grants	-	9,592	(9,592)	-	-	-
Other activities	-	181,488	(181,488)	-	-	-
Pension reserve	(3,971,000)	-	(298,000)	-	480,000	(3,789,000)
	<u>(3,952,240)</u>	<u>7,565,781</u>	<u>(7,863,558)</u>	<u>(18,983)</u>	<u>480,000</u>	<u>(3,789,000)</u>
<b>Restricted fixed asset funds</b>						
NBV of Fixed Assets	5,873,856	-	(193,747)	18,983	-	5,699,092
DfE / ESFA Capital Grants	227,346	28,384	(238,450)	-	-	17,280
Total restricted funds	<u>2,148,962</u>	<u>7,594,165</u>	<u>(8,295,755)</u>	<u>-</u>	<u>480,000</u>	<u>1,927,372</u>
Total of funds	<u>2,687,794</u>	<u>8,115,976</u>	<u>(8,857,733)</u>	<u>-</u>	<u>480,000</u>	<u>2,426,037</u>

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

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

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

	Balance at 1 September 2016 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2018 £
<b>Unrestricted funds</b>						
General Funds	538,832	1,029,736	(873,352)	-	-	695,216
<b>Restricted general funds</b>						
General Annual Grant (GAG)	-	13,347,196	(13,306,005)	(41,191)	-	-
Pupil Premium	18,760	464,483	(483,243)	-	-	-
	-	21,272	(21,272)	-	-	-
Local Authority Revenue Grants	-	1,043,307	(997,066)	(46,241)	-	-
Other Government Revenue Grants	-	14,361	(14,361)	-	-	-
Other activities	-	298,113	(298,113)	-	-	-
Pension reserve	(3,971,000)	-	(629,000)	-	1,223,000	(3,377,000)
	<u>(3,952,240)</u>	<u>15,188,732</u>	<u>(15,749,060)</u>	<u>(87,432)</u>	<u>1,223,000</u>	<u>(3,377,000)</u>
<b>Restricted fixed asset funds</b>						
NBV of Fixed Assets	5,873,856	-	(357,436)	87,432	-	5,603,852
DfE / ESFA Capital Grants	227,346	272,649	(423,789)	-	-	76,206
	<u>2,148,962</u>	<u>15,461,381</u>	<u>(16,530,285)</u>	<u>-</u>	<u>1,223,000</u>	<u>2,303,058</u>
Total of funds	<u><u>2,687,794</u></u>	<u><u>16,491,117</u></u>	<u><u>(17,403,637)</u></u>	<u><u>-</u></u>	<u><u>1,223,000</u></u>	<u><u>2,998,274</u></u>

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

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

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

	Unrestricted funds 2018 £	Restricted general funds 2018 £	Restricted fixed asset funds 2018 £	Total funds 2018 £
Tangible fixed assets	-	-	5,603,852	5,603,852
Current assets	695,216	533,136	76,206	1,304,558
Creditors due within one year	-	(533,136)	-	(533,136)
Defined benefit pension scheme liability	-	(3,377,000)	-	(3,377,000)
	<u>695,216</u>	<u>(3,377,000)</u>	<u>5,680,058</u>	<u>2,998,274</u>

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

	Unrestricted funds 2017 £	Restricted general funds 2017 £	Restricted fixed asset funds 2017 £	Total funds 2017 £
Tangible fixed assets	-	-	5,699,092	5,699,092
Current assets	498,665	592,195	17,280	1,108,140
Creditors due within one year	-	(592,195)	-	(592,195)
Defined benefit pension scheme liability	-	(3,789,000)	-	(3,789,000)
	<u>498,665</u>	<u>(3,789,000)</u>	<u>5,716,372</u>	<u>2,426,037</u>

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

	2018 £	2017 £
Net expenditure for the year (as per Statement of Financial Activities)	(170,763)	(741,757)
<b>Adjustment for:</b>		
Depreciation charges	163,689	193,747
Investment income	(2,017)	(2,428)
Decrease in stocks	861	313
Decrease/(increase) in debtors	110,657	(67,734)
(Decrease)/increase in creditors	(59,059)	71,299
Capital grants from DfE and other capital income	(244,265)	(28,384)
Defined benefit pension scheme cost less contributions payable	235,000	213,000
Defined benefit pension scheme finance cost	96,000	85,000
<b>Net cash provided by/(used in) operating activities</b>	<u>130,103</u>	<u>(276,944)</u>

---

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

---

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

---

**21. ANALYSIS OF CASH AND CASH EQUIVALENTS**

	<b>2018</b>	2017
	<b>£</b>	£
Cash in hand	<b>1,139,622</b>	831,686
Total	<b>1,139,622</b>	831,686

**22. CAPITAL COMMITMENTS**

At 31 August 2018 the Academy Trust had capital commitments as follows:

	<b>2018</b>	2017
	<b>£</b>	£
Contracted for but not provided in these financial statements	<b>111,000</b>	83,800

**23. PENSION COMMITMENTS**

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

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

Contributions amounting to £105,351 were payable to the schemes at 31 August 2018 (2017 - 106,692) and are included within creditors.

**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.



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

---

**23. PENSION COMMITMENTS (continued)**

The key elements of the valuation and subsequent consultation are:

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

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

The employer's pension costs paid to TPS in the period amounted to £595,949 (2017 - £596,298).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website ([www.teacherspensions.co.uk/news/employers/2014/06/publication-of-the-valuation-report.aspx](http://www.teacherspensions.co.uk/news/employers/2014/06/publication-of-the-valuation-report.aspx)).

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

**Local Government Pension Scheme**

The LGPS is a funded defined benefit scheme, with assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2018 was £330,000 (2017 - £315,000), of which employer's contributions totalled £257,000 (2017 - £241,000) and employees' contributions totalled £73,000 (2017 - £74,000). The agreed contribution rates for future years are 22.7% for employers and 5.5% to 12.5% for employees.

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

Principal actuarial assumptions:

	<b>2018</b>	2017
Discount rate for scheme liabilities	<b>2.65 %</b>	2.60 %
Rate of increase in salaries	<b>3.80 %</b>	4.20 %
Rate of increase for pensions in payment / inflation	<b>2.30 %</b>	2.70 %
Inflation assumption (CPI)	<b>2.30 %</b>	2.70 %

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

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

**23. PENSION COMMITMENTS (continued)**

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

	<b>2018</b>	2017
Retiring today		
Males	<b>22.3</b>	22.2
Females	<b>24.8</b>	24.7
Retiring in 20 years		
Males	<b>24.5</b>	24.3
Females	<b>27.1</b>	27.0

	<b>At 31 August</b>	At 31 August
	<b>2018</b>	2017
	<b>£'000</b>	£'000
<b>Sensitivity analysis</b>		
Discount rate +0.1%	<b>6,222</b>	6,170
Discount rate -0.1%	<b>6,493</b>	6,439
Mortality assumption - 1 year increase	<b>6,567</b>	6,512
Mortality assumption - 1 year decrease	<b>6,152</b>	6,101

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

	<b>Fair value at</b>	Fair value at
	<b>31 August</b>	31 August
	<b>2018</b>	2017
	<b>£</b>	£
Equities	<b>1,897,000</b>	1,638,000
Gilts	<b>159,000</b>	157,000
Other bonds	<b>174,000</b>	98,000
Property	<b>266,000</b>	244,000
Cash	<b>101,000</b>	78,000
Alternative assets	<b>267,000</b>	192,000
Other managed funds	<b>115,000</b>	107,000
	<b>2,979,000</b>	2,514,000

The actual return on scheme assets was £166,000 (2017 - £297,000).

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

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

**23. PENSION COMMITMENTS (continued)**

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

	<b>2018</b>	2017
	£	£
Current service cost	<b>(492,000)</b>	(454,000)
Interest income	<b>68,000</b>	45,000
Interest cost	<b>(164,000)</b>	(130,000)
	<hr/>	<hr/>
Total	<b>(588,000)</b>	(539,000)
	<hr/> <hr/>	<hr/> <hr/>

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

	<b>2018</b>	2017
	£	£
Opening defined benefit obligation	<b>6,303,000</b>	5,883,000
Current service cost	<b>492,000</b>	454,000
Interest cost	<b>164,000</b>	130,000
Employee contributions	<b>73,000</b>	74,000
Actuarial gains	<b>(646,000)</b>	(181,000)
Benefits paid	<b>(30,000)</b>	(57,000)
	<hr/>	<hr/>
Closing defined benefit obligation	<b>6,356,000</b>	6,303,000
	<hr/> <hr/>	<hr/> <hr/>

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

	<b>2018</b>	2017
	£	£
Opening fair value of scheme assets	<b>2,514,000</b>	1,912,000
Interest income	<b>68,000</b>	45,000
Actuarial losses	<b>97,000</b>	299,000
Employer contributions	<b>257,000</b>	241,000
Employee contributions	<b>73,000</b>	74,000
Benefits paid	<b>(30,000)</b>	(57,000)
	<hr/>	<hr/>
Closing fair value of scheme assets	<b>2,979,000</b>	2,514,000
	<hr/> <hr/>	<hr/> <hr/>

---

**GREAT BADDOW HIGH SCHOOL**  
**(A Company Limited by Guarantee)**

---

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

---

**24. OPERATING LEASE COMMITMENTS**

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

	2018 £	2017 £
<b>Amounts payable:</b>		
Within 1 year	13,060	13,060
Between 1 and 5 years	9,065	22,125
Total	<u>22,125</u>	<u>35,185</u>

**25. MEMBERS' LIABILITY**

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

**26. RELATED PARTY TRANSACTIONS**

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

During the year, the following related party transactions took place. Transactions relating to Mr J Hull, a member and trustee of Great Baddow High School:

- The Trust made payments totalling £1,902 for the provision of peripatetic music tuition services. There were no amounts outstanding as at 31 August 2018.
- The Trust made the purchases at arms length for which Board approval was sought. Mr J Hull did not participate in this approval process.
- In entering into the transaction the Trust has complied with the requirements of the Academies Financial Handbook 2017.

**27. AGENCY ARRANGEMENTS**

The Academy Trust administers the distributions of the discretionary support for learners, 16-19 Bursary Funds, on behalf of the ESFA. During the year, the Academy Trust received £13,699 (2017 - £12,394) and disbursed £12,733 (2017 - £10,355). £NIL (2017 - £NIL) was retained to cover administration expenses and therefore a balance of £12,560 (2017 - £11,594) was owed to the ESFA as at the balance sheet date and is included within other creditors.

**28. CONTROLLING PARTY**

There is no ultimate controlling party.