

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

**ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024**

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

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THE TAPSCOTT LEARNING TRUST
(A COMPANY LIMITED BY GUARANTEE)

REFERENCE AND ADMINISTRATIVE DETAILS

Members	J Laguda R Makwana J Moon (Appointed 4 September 2024) D Higgins (Resigned 3 October 2024) S A Ahmed C Brown (Resigned 7 September 2023) J Withnall (Appointed 26 September 2023)
Trustees	P Jeffers, Chair of Trustees ^{2,4} K Shurety, Vice Chair ¹ P Harris, Accounting Officer ^{1,3} M Cameron-Ratchford ^{1,4} J Robertin ² G Spentzos ^{2,4} L Webber ^{1,3} M Bhatti (Resigned 1 February 2024) M Edwards (Resigned 4 September 2023) J Moon (Resigned 1 September 2024) ³ M Ahmed (Appointed 17 October 2023) ¹ J Brady (Appointed 6 February 2024) ¹ Finance, Operations & Resources Committee ² Audit & Risk Committee ³ Safeguarding, Standards & Curriculum Committee ⁴ Remuneration Committee
Company registered number	10679504
Company name	The Tapscott Learning Trust
Principal and registered office	c/o Curwen Primary and Nursery School Atlas Road London E13 0AG
Company secretary	K Shirt
Chief Executive Officer & Accounting Officer	P Harris
Senior management team	P Harris, Chief Executive Officer D Mansfield, Director of Training Hub B Levinson, Head of Safeguarding, Standards & Wellbeing S Lawrenson, Head of Organisational Change and Partnership Development I Mansuria, Chief Finance Officer S Rahman, Operations Manager K Shirt, Company Secretary G Neil, Head of Governance

THE TAPSCOTT LEARNING TRUST
(A COMPANY LIMITED BY GUARANTEE)

REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

Independent auditors Bishop Fleming LLP
Chartered Accountants
Statutory Auditors
Salt Quay House
4 North East Quay
Sutton Harbour
Plymouth
PL4 0BN

Bankers Lloyds Bank
Threadneedle Street
London
EC2R 8AU

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

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

**TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2024**

The Trustees present their annual report together with the financial statements and auditors' report of the Charitable Company for the year ended 31 August 2024. The annual report serves the purpose of both a Trustees' report, and a Directors' report under company law.

The Trust operates four primary academies for pupils aged 3 to 11 with a combined pupil capacity of 2,532 and a combined roll of 2,103 in the school census in October 2024. All academies are situated in the London Borough of Newham.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

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

The Tapscott Learning Trust operates the following academies:

Academies Operated

Curwen Primary	Executive Headteacher Paul Harris; Head of School Kate Mansfield
Kensington Primary	Executive Headteacher Ben Levinson; Head of School Moji Omole
Ranelagh Primary	Executive Headteacher Shella Lawrenson; Head of School Leigh Welburn
North Beckton Primary	Executive Headteacher Shella Lawrenson; Head of School Bal Kettory

Members Liability

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Trustees' Indemnities

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

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

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

Method of recruitment and appointment or election of Trustees

During the 2023-24 academic year, the Academy Trust's Board of Trustees consisted of the CEO and nine other Trustees. The Trust's Articles of Association and funding agreement set out that the Trust shall have the following Trustees: that the number of Trustees shall be not less than three and not subject to a maximum.

On the Board during 2023-24, one Trustee was also a parent of a pupil within the Trust and each Academy within the Trust had two elected parent governor positions on the Local Advisory Boards. During 2023-24 two new Trustees were appointed and inducted into the Trust.

Policies and Procedures adopted for the Induction and Training of Trustees

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

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

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

Organisational Structure

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

Sub-Committees

- **Finance, Operations and Resources Committee (1)** - which meets at least three times a year and is responsible for monitoring, evaluating and reviewing policy and performance in relation to financial management.
- **Audit and Risk Committee (2)** – which meets three times a year and is responsible for compliance with reporting and regulatory requirements and reporting, receiving reports from the Responsible Officer/internal audit and drafting the annual budget including setting staffing levels.
- **Safeguarding, Standards and Curriculum Committee (3)** - which meets three times a year to monitor, evaluate and review policy, practice and performance in relation to safeguarding, standards, curriculum planning, target setting and assessment, examinations and all pastoral issues.
- **Remuneration Committee (4)** - which meets at least twice a year and is responsible for CEO appraisal and executive pay.

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

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

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

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

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

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

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

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

The Chief Executive Officer is the Accounting Officer.

Arrangements for setting pay and remuneration of key management personnel

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

The Trust's Senior Leadership Team (SLT) is made up of the Chief Executive Officer, the Director for School & Trust Development, the Director for School & Trust Operations and the Chief Finance & HR Officer.

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024**

The Trust's Senior Operations Team is made up of the Director of the Training Hub, the Executive Business Manager for Operations, the Equality, Diversity & Inclusions Officer and the Head of Governance & Compliance and this group reports directly to the Trust's SLT. The roles and pay grading of the Chief Finance & HR Officer and Executive Business Manager for Manager are evaluated using the Great London Provincial Council's job evaluation scheme and the role of the Company Secretary and Head of Governance & Compliance is evaluated using the Hays grading system. Any central teaching staff including Head Teachers, Head of Schools and the Director of the Training Hub are paid as per the School Teachers' Pay & Conditions document and the agreed pay policy. All staff are subject to annual appraisal.

The pay of key management personnel is reviewed annually and normally increased in accordance with average earnings and benchmarking against pay levels in other academies of similar size takes place.

During the year, Trustees set up a new Remunerations Committee.

Chief Executive Officer (CEO)

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

- School Teachers Pay and Conditions (STPCD).
- An element recognising the role as an Executive Head Teacher within the Trust.
- An element recognising the additional responsibilities identified in the CEO job description as Head of School Improvement including a National Leader of Education, who during the year 2023/24 also supported Rebecca Cheetham Nursery and Children's Centre in the role of Advisory Executive Head Teacher at Rebecca Cheetham Nursery and Children's Centre and also supported other schools in the East of England, in other London Boroughs and within the London Borough of Newham in the DFE's Tailored Support Programme.
- The role includes the role of Executive Head Teacher and requires the individual to be a strategic leader who develops and articulates the Trust's vision and ethos, and who inspires and empowers others to share in achieving these to ensure that standards in education are raised. The CEO is accountable and takes responsibility for the performance of all of the schools within the Trust and is committed to creating the best opportunities for all students to fulfil their potential. The role of the CEO will encompass:
 - Chief Accounting Officer.
 - Education and Curriculum.
 - Strategic and Business Leadership.
 - Education and Trust Development.
 - Education quality, systems and management.
 - Innovation and creativity.

In addition, the CEO undertakes a number of external roles for the London Borough of Newham including being a Board member of the Education Partnership Board, Chair of the SEND Sub Group of the Education Partnership Board, a Schools Forum Academy representative, Chair of the High Needs Working Party, Chair of the PSHE Partnership, a representative of the Admissions Forum, attends monthly Pupil Placement Panel meetings, acted as an external assessor advising governors of another local school and has also provided school-to-school support for two schools who have lost their head teachers during the year.

The CEO also undertakes the following national support roles; providing school improvement at the SIGMA Trust, a member of the YST MAT Advisory Group, a member of YST Well Schools Beacon, the Chartered College of Teachers, extended schools group, has undertaken early years research to universal roll out and has been Vice Chair of the DFE Primary Head Teachers Reference Group. The CEO also speaks at a variety of conferences including ASCL and the School Sports Conference; any payment received for additional work goes directly to Trust funds.

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024**

The Trust has a transparent and clear accountability system for the pay structure of its Chief Executive Officer, and this is approved by Trustees and clearly documented in the Board meeting minutes. The Pay Policy and Finance Policy are reviewed and updated annually. During this year the Trust Board agreed that for 2024/25 an external benchmarking exercise will be conducted on CEO pay and to this end have set up a Remunerations Committee.

Funding allocated for trade union facility time is delegated across the London Borough of Newham (LBN), each year, to all maintained schools and non-maintained schools. The Trust pays a premium, per pupil to 'buy in' a pooled service. This premium pays for the Public and Union Duty Scheme facilitated by LBN to cover salary reimbursements for staff who are engaged in providing union and / or public duties and employed in a London Borough of Newham School. There were no relevant union officials for the year/period ended 31 August 2024.

Related Parties and other Connected Charities and Organisations

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

Engagement with employees (including disabled persons)

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

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

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

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

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

OBJECTIVES AND ACTIVITIES

Objects and Aims

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

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

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

Criteria used to confirm whether the Trust has met its targets include reviewing the turnover of staff numbers, monitoring any complaints, Ofsted outcomes and also the effectiveness of returns. The Trust reviews internal data and quality assurance and also evaluations of training provided by the Training Hub. Governance is quality assured using evaluations of training, annual reviews of governance, questionnaires and feedback forms and during 2023/24 an External Governance Review was undertaken.

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

Whole Child Education:

We believe in an education that encompasses not only academic excellence but also promotes physical, emotional, and social well-being and we will:-

- Make certain that all children are the cornerstone of our Trust and have an effective voice.
- Ensure that the Trust is wholly self-sufficient and operationally secure: with a community-led focus, local accessibility and transparency.

Love of Learning:

We create environments and opportunities that inspire engagement, excitement and a love of learning for our children, teams and communities and we will:-

- Guarantee that our schools offer a broad and balanced curriculum, allowing our children to access opportunities and experiences.
- Through education, support healthy lifestyles and create joyful learning environments to set all children on the path to happy and successful lives.
- Invest in our people so they are successful and deliver the best education for our children.

Health:

We will prioritise the health and well-being of our children, teams and communities, recognising the link between this and our success in all areas. We will:-

- Ensure safeguarding is paramount and consistently applied in all schools and settings.
- Through education, support healthy lifestyles and create joyful learning environments to set all children on the path to happy and successful lives.

Inclusivity:

We embrace diversity and create an inclusive community where everyone is valued, respected, and supported and we will:-

- Promote and celebrate equality, diversity and inclusivity for all.

Working Together:

We know the power of working in partnership to achieve the best outcomes for all children. and we will:-

- Form a platform for other schools and organisations with similar visions and values to join us for the mutual improvement of education.
- Work in partnership with other schools, Trusts and organisations as part of our wider commitment to the development of the education sector.
- Ensure effective governance at all levels offering excellent challenge and strategic support.

Our key strategic priorities for the year were agreed by Trustees in the Summer of 2023 and consisted of the following objectives:-

- All children are learning in successful or rapidly improving schools.
- Safeguarding risks are minimised, and support is maximised for children in our settings.
- To continue to provide support to schools and educational settings outside of the Trust.
- Restructuring of central roles, systems and procedures for financial and operational running have been put in place to ensure effective running of the organisation and are fully compliant.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

- To have implemented a joint technology plan focusing on infrastructure, opportunity and accessibility for all.
- To form a platform for other schools with similar visions and ethos to join us for the mutual improvement of outcomes for all pupils.
- To ensure effective governance at all levels to offer excellent challenges and strategic support ensuring best outcomes for children.
- To ensure that the Trust continues to be compliant both with external agencies and internally ensuring policies are up to date.
- To continue to develop the Trust's media presence.

Trustees regularly reviewed the agreed key priorities throughout the year.

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

In 2023/24 The Trust outsourced some arrangements for HR and payroll, core compliance, Health & Safety management, ICT support and MIS systems and some quality assurance work regarding standards and school development. During the period, the Trust also employed a number of staff at school level who performed other central Trust roles including a Finance & Census Lead and a Payroll Officer.

Also in 2023/24, The Trust completed much work on its Equality, Diversity and Inclusion plan and this included appointing an EDI Lead to sit on the Senior Operations Team. In addition, Trustees appointed an EDI Link Trustee to oversee this work. The Trust works with external partner, Edurio, to understand and prioritise the needs of its staff during the year a pulse survey was taken to ensure that our work in EDI ensures effectiveness.

The Trust has also aligned the work of key teams to ensure that we are developing more aligned and effective systems, including reporting processes and developing our central role of partnership. The following working groups are focused on key areas to ensure alignment. The groups are made up of the four Trust schools but also include membership from other schools that we are currently either supporting or work in partnership with. The following groups have met and developed these areas of the central Trust work for the year ended 31 August 2024:

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

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

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

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

Site Management Group – led by the Lead Operations Manager	<ul style="list-style-type: none">• Reviewing and establishing Trust-wide premises management in line with Health and Safety compliance• Managing the day to day and annual maintenance of the estates to ensure effective running of our school buildings• Reporting to Trustees and LABS with updates of estates improvements and developments• Project management of building condition improvement projects
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Public Benefit

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

STRATEGIC REPORT

ACHIEVEMENTS AND PERFORMANCE

Awards and Achievements

In terms of awards, 2023/24 has been another very successful year for the Trust.

Curwen Primary - Ofsted Outstanding Rating (Dec 2023, Inclusive Quality Mark Flagship Status (Retained), Gold Youth Sport Trust Quality Mark, RE Gold Award (for the fourth time and the only primary school in the country to have achieved this), EAL Silver Award, Green Flag Eco Schools Award, Healthy Schools Silver Award.

Kensington Primary - Inclusive Quality Mark Flagship Status (Retained), Gold Youth Sport Trust Quality Mark, School of Sanctuary (First school in Newham), School Games Mark Gold (Retained), Healthy Schools Gold Award, First Language Friendly School in England.

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

Ranelagh Primary - Inclusive Quality Mark Flagship Status (8th year in row), Gold Youth Sport Trust Quality Mark, Geography Mark - Gold, Healthy Schools London - Bronze Award, Street Tag - second place, Inclusive Quality Mark Flagship Status (Retained), Leading Parent Partnership Award, Street Tag (2nd Place), School Games Gold Award, Places of Worship Winners

Building and Infrastructure

Since becoming a Trust in September 2017, there has been significant investment that has gone into our estates and buildings to improve the facilities for our staff, children and community. Some of the large-scale projects have included roof replacement projects, boiler replacement projects, fire and electrical safety and legionella safety projects. The Trust has worked incredibly hard to achieve funding from the DfE Condition Improvement Fund (CIF) and worked closely with contractors to manage and deliver projects without compromising children's learning. The Trust has supported schools to fund smaller projects such as playground improvements, refurbishment of learning spaces and improvement to school owned buildings that have created some wonderful spaces for staff, children and the community. All of this has resulted in nearly £6m investment into our estates to date.

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024**

Building projects over the last year included the following:

North Beckton Primary School - Due to the school having some of the oldest boilers in the borough that were nearly at the end of life and very inefficient, the school was successful in achieving CIF funding for a boiler replacement programme. The works took place over the summer of 2024 and completed successfully. The school also replaced a large water heater that serves the main school kitchen. Both projects will make a huge difference to the school.

Kensington Primary School - The school made significant investments to further improve the playground. The main playground has a new astro turf for the children to enjoy multi sports in an appropriate surface. In addition to this, a climbing frame was installed across a large section of wall that has really enhanced the outdoor provision further. The school also worked in conjunction with the Trust to completely refurbish the former caretaker's house. A full refurbishment and some remodelling ensured that the space is now a fit for purpose space for the community to use as well as hosting large training and meetings along with offices on the second floor.

Curwen Primary School and Ranelagh Primary School have been successful in receiving funding from the DfE Crime Resilience Team. The funding targets improvements to our security across the schools. Both schools are improving their CCTV, Lighting and fencing with the funding. We have so far received nearly 70k of funding with work being done to make further bids for improvements at other sites.

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

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

Technology

Cyber Security - The Trust continues to meet the digital and technology standards as set by the DfE and during 2023/24 the following systems were put in place:-

- Filtering systems are in place and monitored for both emails and websites through automatic firewalls
- Filtering systems are checked manually by Turn IT On (TIO), School Based Technicians (SBTs), Designated Safeguarding Leads (DSLs) and Computing Leads.
- All staff have engaged with cyber security training.
- All computer updates have been carried out
- Ranelagh Primary have replaced their network server with a serverless system
- Curwen Primary replaced their network server over the summer holidays
- The Cyber-response and backup plan has been reviewed, updated and shared with HTs.

Our external partner, 'Turn It On', continue to provide the schools with support, which is carried out with diligence and in good time. Regular meetings are held for representatives from each school and technicians and look at how we can continue to set and meet agreed standards across the Trust with the increased pressures on budgets. Our contract is currently being reviewed.

NCCE – National Centre for Computing Education - The Trust has been participating as a cluster group, with a project to enhance the quality of computing education in schools across the country run by NCCE. Each school has written an action plan specific to their school, and where possible schools have been working in collaboration, supporting each other and using the training, consultancy and bespoke training to achieve their targets. Through this the schools are also applying for the Computing Accreditation mark.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

Other main areas that have been developed this year are:

- On-going computing teaching and learning at schools, including internet safety, computer literacy.
- Staff support/training as required.
- Parent workshops and individual Parent meetings in relation to on-line safeguarding.

Equality, Diversity & Inclusion Officer

The Trust has an appointed Equality, Diversity & Inclusion Officer who leads on this area for all schools, supporting school SEND leads and staff, offering advice and liaising with local authorities to ensure funding is received where needed. During 2023, the Trust outsourced the organising of a survey in order to ascertain its staff's experiences of equality, diversity and inclusion whilst working for TTLT. Following this survey the Trust decided to appoint an Equality, Diversity and Inclusion Officer whose key objective this year was to review and publish our new Equality Objectives. In the Spring term of 2024, this was followed up by a pulse survey of staff.

TTLT Training Hub

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

- Delivering the ECF programme to develop Early Career Teachers
- Supporting the CEO in delivering external school improvement work
- Establishing the facilitation of the NPQ in Leading Teaching across three boroughs
- Building upon the de-escalation behaviour training and offering this wider afield
- Supporting subject and specialist areas with training opportunities and external learning walks

Over the year, the Trust's Training Hub saw a number of CPD activities take place for staff working in our schools and those in other institutions. We have held 121 sessions with a total of 714 staff accessing training. This includes a variety of programmes aimed at differing staff levels. The Training Hub can be proud of our achievements, particularly with the current challenges in the landscape of education. This year has seen us launch the new Cover Supervisor Programme and we are pleased to share that we have since received accreditation from the CPD Accreditation Service and that we are now a full member of this network.

External QA has also taken place this year for two of our schools alongside the Trust in our ECT programme. The purpose of this was to allow the Appropriate Body access to our schools, ECTs, Mentors and ITTs in order to evaluate the effectiveness of our ECT programme and Trust wide set up.

'Impact of the support that N has received at Ranelagh, it has been a key contributory factor to her remaining in the profession'

'N spoke with enthusiasm about her experience at Ranelagh. She emphasised the support received from her colleagues, the attention to her wellbeing and the impact this has had on her practice.'

'North Beckton has robust structures in place to support and monitor the progress of ECTs. Laura and Sophie presented a range of strong evidence to demonstrate how ECTs are supported, monitored and assessed at the school.'

'P spoke very positively about the support she has received from Sophie and colleagues; she noted how her confidence and work life balance have improved since the start of induction and how this has impacted on her practice.'

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

The Training Hub has been involved with a considerable amount of external school improvement work with the Sigma Trust, and this includes support from our CEO. Across the year within their Trust, we carried out:

- Helping to develop a whole school reading approach
- Developed teaching and learning through CPD and supported by teaching model lessons and setting expectations
- Led staff training on Teaching and Learning as well as Adaptive Teaching Practices
- Developed and led a whole Trust wide inset (90 people) involving all our own Trust team members.

Sports Development

It has been another incredibly busy year for the Trust's Sports Hub with 29 competitions/festivals held for approximately 2800 pupils including a range of sports and opportunities for SEND children. Year on year these are developed, adapted and changed according to the needs of the schools and input from all our partners. The Sports Hub is now in its 2nd year as an MLB 'First Pitch' Hub with new schools Park and Bobby Moore Academy joining. Baseball is now being delivered in the curriculum, after school and during the holidays. All schools have now received Platinum School Games status - the first time all schools have been awarded this!

Key Performance Indicators

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

- Retainment Rate for staff – 95% retention rate of staff from 2023 to 2024; the Trust currently employs 347 people.
- The Trust further developed its consistency of approach regarding sickness and absence procedures
- Estates - central management systems were updated to ensure compliance and reduction in workload
- A Strategic three year estates plan was created to ensure effective use of financial resources
- A plan was implemented which delivered a 10% reduction in energy consumption
- Delegation of monthly reporting to key finance officers at school level to ensure a reduction in workload
- The Trust developed its media presence to all stakeholders
- An external review of governance was held and reported good practice

SAT's 2023-24 – Year 6

At the time of printing, these are the indicative results for The Tapscott Learning Trust. All of our schools have achieved at or above National averages in subjects and combined figures.

Reading

Curwen Primary	78%
Kensington Primary	87%
North Beckton Primary	74%
Ranelagh Primary	95%
Combined	85%
National	74%

Writing

Curwen Primary	85%
Kensington Primary	81%
North Beckton Primary	78%
Ranelagh Primary	88%
Combined	83%
National	72%

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

Maths

Curwen Primary	88%
Kensington Primary	79%
North Beckton Primary	81%
Ranelagh Primary	88%
Combined	84%
National	73%

Combined

Curwen Primary	72%
Kensington Primary	68%
North Beckton Primary	69%
Ranelagh Primary	81%
Combined	73%
National	61%

FINANCIAL REPORT

The main financial performance indicator is the level of reserves held at the Balance Sheet date. The amount of carry forward target is to maintain operational reserves of 5-25% of the previous year's annual operating expenses. In the period under review, £206,764 was carried forward representing 1.6% of GAG.

As funding is based on pupil numbers this is also a key performance indicator. Pupil numbers for 2024 were 2,145, a slight decrease compared to 2023. However, with declining populations in the area it is anticipated that this number will continue to decrease.

Another key financial performance indicator is staffing costs as a percentage of total income. For 2024, this was 81.5%, compared to 82.2% in 2023.

Going Concern

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

FINANCIAL REVIEW

Most of the Academy Trust's income is obtained from the DfE via the ESFA in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the DfE during the year ended 31 August 2024 and the associated expenditure are shown as Restricted Funds in the Statement of Financial Activities.

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

During the year ended 31 August 2024, the Academy Trust received total income of £20,381,158 and incurred total expenditure of £21,132,919. The excess of expenditure over income for the year was £751,761.

At 31 August 2024 the net book value of fixed assets was £29,358,740 and movements in tangible fixed assets are shown in note 14 to the financial statements. The assets were used exclusively for providing education and the associated support services to the pupils of the Academy Trust.

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024**

The Academy Trust has taken on the deficit in the Local Government Pension Scheme in respect of its non-teaching staff transferred on conversion. The deficit is incorporated within the Statement of Financial Activity with details in Note 23 to the financial statements.

Reserves Policy

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

The Trustees have determined that the appropriate level of free reserves should be 5-25% of the previous year's annual operating expenses. The reason for this is to provide sufficient working capital to cover delays between spending and receipt of grants and to provide a cushion to deal with unexpected emergencies such as urgent maintenance. Total reserves of the Academy Trust amount to £29,707,307 (excluding the defined benefit pension liability), although £29,500,543 of this is invested in fixed assets or represents non GAG restricted funds. The remaining £206,764 (representing £206,764 unrestricted funds and £Nil unspent GAG) is the balance that the Trustees monitor in accordance with the Board's reserves policy.

The reserves as at 31st August 2024 of £206,764 represent 1% against a target of 5% as per agreement by the Trustees who are fully aware of the financial pressures faced by the Trust. With a number of years of partially funded pay rises that do not match our workforce demographic needed to meet the needs of our children coupled with falling rolls has seen the Trust face and overcome serious financial challenges. The Trustees remain confident that Trust through its strategic development plan overseen by an effective Leadership Team will be able to increase the reserve levels over the coming years to the target level. The Trust is taking action such as; A freeze on permanent recruitment, increasing central operational efficiencies, sharing staff across the Trust and continued budget scrutiny and monitoring.

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

Investment Policy

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

PRINCIPAL RISKS AND UNCERTAINTIES

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

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

The Board of Trustees recognises that the defined benefit pension scheme deficit (Local Government Pension Scheme), which is set out in Note 23 to the financial statements, represents a significant potential liability. However, as the Trustees consider that the Academy is able to meet its known annual contribution commitments for the foreseeable future, this risk from this liability is minimised.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

FUNDRAISING

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

Curwen Primary

- *Jeans for Genes* £432.08
- *Save the Children (Earthquake)* £415.57
- *British Red Cross Emergency Fund* £25.77
- *British Legion* £1088.29
- *Children in Need* £411.47,
- *Ambition, Aspire, Achieve* £99.38
- *Goods donated for the Harvest Appeal*
- *Red Nose Day* £358.04
- *London Air Ambulance* £355.40
- *Scholastic* £1895.18 (£379 raised for school)
- *Fundraising for School - Christmas Fair* £2,497.15 and *Summer Fair* £2,303.35
- *Easter Raffle* £560.18

Kensington Primary

- *Children in need* £385.97
- *Save the Children* £3,305
- *The World Food Programme for Hurricane Beryl* £837
- *Air Ambulance* £292.08

Ranelagh Primary

- *Macmillan* £50
- *Children in Need* £100
- *Air Ambulance* £300
- *Red Nose Day* £110
- *Fundraising for School - Winter and Summer Fairs* £1,500

North Beckton Primary

- *Hello Yellow* - £217.60
- *Children in Need* - £225.00
- *Christmas Jumper day - save the children* - £139.72
- *Book Fair* - £877.44
- *Comic Relief* - £172.73
- *MPS Society* - £383.03
- *Air Ambulance* - £253.00
- *Fundraising for school:- cake sale* £166.71, *Summer Fair* £1368.11, *hot chocolate morning* £131.17, *milkshake morning* £163.87

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

STREAMLINED ENERGY AND CARBON REPORTING

UK Greenhouse gas emissions and energy use data for the period	1 September 2023 to 31 August 2024	1 September 2022 to 31 August 2023
Energy consumption used to calculate emissions (kWh)		
Energy consumption breakdown (kWh) (optional)		
• gas,	1,390,590	1,392,492
• electricity,	586,665	598,858
• transport fuel	3088	2877
<u>Scope 1 emissions in metric tonnes CO2e</u>		
Gas consumption	250.0	254.2
Owned transport – minibuses - Diesel	0.797	0.758
<u>Total scope 1</u>	250.78	254.96
<u>Scope 2 emissions in metric tonnes CO2e</u>		
Purchased electricity	117.3	122.74
<u>Scope 3 emissions in metric tonnes CO2e</u>		
Business travel in employee owned vehicles	0.00	0.00
Total gross emissions in metric tonnes CO2e	368.08	377.7
<u>Intensity ratio</u>		
Tonnes CO2e per pupil	0.15	0.15

Quantification and Reporting Methodology

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

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

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

Intensity measurement

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

Measures taken to improve energy efficiency

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

PLANS FOR FUTURE PERIODS

The Trust is currently in the process of finalising a sustainability plan that will be ready to roll out in the 2024/25 academic year. This will look to further embed the work around our commitment to continually improving our carbon footprint.

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

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

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024**

AUDITOR

In so far as the Trustees are aware:

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

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

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

P Jeffers
(Chair of Trustees)

Date:

THE TAPSCOTT LEARNING TRUST
(A COMPANY LIMITED BY GUARANTEE)

GOVERNANCE STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2024

SCOPE OF RESPONSIBILITY

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

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

GOVERNANCE

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

Trustee	Meetings attended	Out of a possible
Margaret Cameron-Ratchford	6	6
Meena Bhatti	0	2
Jacque Robertin	6	6
Misbah Patel	6	6
Paul Harris	6	6
Paula Jeffers (Chair)	6	6
George Spentzos	5	6
Kate Shurety	4	6
Laura Webber	5	6
Jane Moon	3	6
Jack Brady	2	3

During 2023-24, Trustees undertook an external review of governance, which had a very positive outcome, with recommended changes already planned. During the year, two new Trustees were recruited, after initial interviews with the Head of Governance and the Chair of Trustees.

The Finance, Operations and Resource Committee (1) is a sub-committee of the main Board of Trustees. Its purpose is to review the Trust's Training Hub, funding, budgeting, expenditure, financial procedures, Health & Safety, property management, governance and personnel.

Attendance at meetings in the year was as follows:

Trustee /Governor	Meetings attended	Out of a possible
Kate Shurety (Chair)	3	3
Margaret Cameron-Ratchford	2	3
Paul Harris	2	3
Laura Webber	3	3
Misbah Ahmed	1	1
Justyna Tosun (LAB Member CPS)	1	2

THE TAPSCOTT LEARNING TRUST
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GOVERNANCE STATEMENT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

The Audit and Risk Committee (2) is a sub-committee of the main Board of Trustees. Its purpose is to review the Trust's external and internal audits, its financial management policies, asset management and risk assessments. During the year one local Governors with extensive audit experience joined the committee. Attendance at meetings in the year was as follows:

Trustee /Governor	Meetings attended	Out of a possible
George Spentzos (Chair)	3	3
Paula Jeffers	3	3
Jacque Robertin	3	3
Amadou Jammeh (LAB Member RPS)	2	3

The Safeguarding, Standards and Curriculum Committee (3) is a sub-committee of the main Board of Trustees. Its purpose is to monitor the Trust's safeguarding and SEND arrangements, review standards within the Trust including school development and peer reviews, pupil and sport premium and also admission arrangements. Attendance at meetings for the year was as follows:

Trustee /Governor	Meetings attended	Out of a possible
Laura Webber (Chair)	3	3
Jane Moon	2	3
Dan Scott (LAB Member NBPS)	2	2
Paul Harris	3	3

The Remuneration Committee (4) is a sub-committee of the main Board of Trustees. Its purpose is to carry out the CEO appraisal and monitor executive pay. Attendance at meetings for the year was as follows:

Trustee/Governor	Meetings attended	Out of a possible
Margaret Cameron-Ratchford (Chair)	2	2
George Spentzos	2	2
Paula Jeffers	2	2

During the 2023/24 period, Trustees also agreed to appoint the following Link Trust roles:

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

REVIEW OF VALUE FOR MONEY

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

GOVERNANCE STATEMENT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

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

- Review of central services for quality, effectiveness and value for money by external consultant
- Review and procurement for ICT support services resulting in decrease in spend and improvement in service output
- Improved understanding and cooperation with local authorities to ensure funding for SEND pupils is correct and time frames are improved

CAPACITY TO HANDLE RISK

The Board of Trustees has reviewed the key risks to which the Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the Academy Trust's significant risks that have been in place for the period from 1st September 2023 to 31st August 2024 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees.

THE PURPOSE OF THE SYSTEM OF INTERNAL CONTROL

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Trust's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The system of internal control has been in place for The Tapscott Learning Trust for the period from 1st September 2023 to 31st August 2024 and up to the date of approval of the annual report and financial statements.

THE RISK AND CONTROL FRAMEWORK

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

- Comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports, which are reviewed and agreed by the Board of Trustees.
- Regular reviews by the finance and general purposes committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes.
- Setting targets to measure financial and other performance.
- Clearly defined purchasing (asset purchase or capital investment) guidelines.
- Delegation of authority and segregation of duties.
- Identification and management of risks.

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

- To appoint Buzzacotts Limited as internal auditor.

GOVERNANCE STATEMENT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

The internal auditor's role includes giving advice on financial matters and performing a range of checks on the Academy Trust's financial systems. In particular the checks carried out over 3 visits in the current period included the following areas:

- Fixed assets
- Budget monitoring and reporting
- Bank reconciliations
- Expenditure
- Payroll & HR, and
- Debtors & creditors reconciliations.

On a termly basis the internal auditors report to the Board of Trustees, through the Audit and Risk Committee on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities. In addition, the Senior Leadership Team regularly reviews Trust Tracker Document which include Key Performance Indicators, and this is shared with Trustees on a regular basis and then reviewed further at Trust Sub Committee meetings.

The Internal Auditors (Buzzacotts) issued a consolidated Internal Audit Report covering 3 site visits which will be reviewed by the Audit and Risk Committee in November. The Internal Auditor's schedule of work was prescribed by the Audit and Risk Committee as informed by the 31 August 2023 External Audit findings. No material issues were highlighted.

REVIEW OF EFFECTIVENESS

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

- the work of the internal auditor;
- the work of the external auditor;
- the financial management and governance self-assessment process; and
- the work of the executive managers within the Trust who have responsibility for the development and maintenance of the internal control framework.

From September 2023 the Trust moved to a single bank account which has meant a significant reduction in the number of journal postings and increased the overall efficiencies of the Central Finance Team.

The Trust has created a central HR Team which forms part of the overall Central Finance Team. This has allowed for more efficient HR support across the Trust.

The continued growth of the Hy-Brid Central Team model allows for effective use of time and manpower, so the Trust is able to delegate its central resources effectively.

The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the Audit & Risk Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

**THE TAPSCOTT LEARNING TRUST
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**GOVERNANCE STATEMENT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024**

CONCLUSION

Based on the advice of the Audit and Risk Committee (ARC), Finance, Operations and Resources Committee (FOR) and the Accounting Officer, the Board of Trustees is of the opinion that the Academy Trust has an adequate and effective framework for Governance, Risk Management and Control.

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

P Jeffers
(Chair of Trustees)

Date:

P Harris
(Accounting Officer)

Date:

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

STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE

As Accounting Officer of The Tapscott Learning Trust, I have considered my responsibility to notify the Academy Trust Board of Trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding, including for estates safety and management, under the funding agreement between the Academy Trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academy Trust Handbook 2023, including responsibilities for estates safety and management.

I confirm that I and the Academy Trust Board of Trustees are able to identify any material irregular or improper use of all funds by the Academy Trust, or material non-compliance with the terms and conditions of funding under the Academy Trust's funding agreement and the Academy Trust Handbook 2023.

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

P Harris
(Accounting Officer)
Date:

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

**STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2024**

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2019 and the Academies Accounts Direction 2023 to 2024;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

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

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

P Jeffers
(Chair of Trustees)
Date:

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

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

OPINION

We have audited the financial statements of The Tapscott Learning Trust (the 'Academy Trust') for the year ended 31 August 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2019 and the Academies Accounts Direction 2023 to 2024 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the Academy Trust's affairs as at 31 August 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2023 to 2024 issued by the Education and Skills Funding Agency.

BASIS FOR OPINION

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

CONCLUSIONS RELATING TO GOING CONCERN

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

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

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

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

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

OTHER INFORMATION

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

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

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

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

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

RESPONSIBILITIES OF TRUSTEES

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

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

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

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

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

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

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

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

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

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

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

Our procedures to respond to risks identified included the following:

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

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

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

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

Richard Newton FCA (Senior Statutory Auditor)

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

Date:

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

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

In accordance with the terms of our engagement letter dated 25 August 2022 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2023 to 2024, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by The Tapscott Learning Trust during the year 1 September 2023 to 31 August 2024 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

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

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

The Accounting Officer is responsible, under the requirements of The Tapscott Learning Trust's funding agreement with the Secretary of State for Education dated 29 August 2017 and the Academy Trust Handbook, extant from 1 September 2023, 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 2023 to 2024. 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 2023 to 31 August 2024 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 Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

The work undertaken to draw our conclusion includes:

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

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

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

In line with the Framework and guide for external auditors and reporting accountants of academy trusts issued March 2024, we have not performed any additional procedures regarding the Trust's compliance with safeguarding, health and safety and estates management.

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

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

CONCLUSION

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 2023 to 31 August 2024 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

Reporting Accountant
Bishop Fleming LLP
Chartered Accountants
Statutory Auditors
Salt Quay House
4 North East Quay
Sutton Harbour
Plymouth
PL4 0BN

Date:

THE TAPSCOTT LEARNING TRUST
(A COMPANY LIMITED BY GUARANTEE)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2024

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Restricted fixed asset funds 2024 £	Total funds 2024 £	Total funds 2023 £
INCOME FROM:						
Donations and capital grants	4	-	99,429	41,823	141,252	209,940
Other trading activities	6	633,027	-	-	633,027	599,613
Charitable activities		886,477	18,720,402	-	19,606,879	18,939,983
TOTAL INCOME		1,519,504	18,819,831	41,823	20,381,158	19,749,536
EXPENDITURE ON:						
Raising funds	7	201,192	-	-	201,192	187,900
Charitable activities	8	1,318,312	18,913,082	700,333	20,931,727	20,586,561
TOTAL EXPENDITURE		1,519,504	18,913,082	700,333	21,132,919	20,774,461
NET INCOME/ (EXPENDITURE)		-	(93,251)	(658,510)	(751,761)	(1,024,925)
Transfers between funds	17	(359,125)	69,481	289,644	-	-
NET MOVEMENT IN FUNDS BEFORE OTHER RECOGNISED GAINS/(LOSSES)		(359,125)	(23,770)	(368,866)	(751,761)	(1,024,925)
OTHER RECOGNISED GAINS/(LOSSES):						
Actuarial gains on defined benefit pension schemes	23	-	432,000	-	432,000	2,054,000
NET MOVEMENT IN FUNDS		(359,125)	408,230	(368,866)	(319,761)	1,029,075
RECONCILIATION OF FUNDS:						
Total funds brought forward		565,889	(769,230)	29,869,409	29,666,068	28,636,993
Net movement in funds		(359,125)	408,230	(368,866)	(319,761)	1,029,075
TOTAL FUNDS CARRIED FORWARD	17	206,764	(361,000)	29,500,543	29,346,307	29,666,068

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

The notes on pages 36 to 64 form part of these financial statements.

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

BALANCE SHEET
AS AT 31 AUGUST 2024

	Note	2024 £	2023 £
FIXED ASSETS			
Tangible assets	14	29,358,740	29,398,077
CURRENT ASSETS			
Debtors	15	971,262	832,689
Cash at bank and in hand	21	261,576	1,114,155
		<u>1,232,838</u>	<u>1,946,844</u>
Creditors: amounts falling due within one year	16	(884,271)	(675,853)
NET CURRENT ASSETS		348,567	1,270,991
NET CURRENT ASSETS EXCLUDING PENSION LIABILITY		29,707,307	30,669,068
Defined benefit pension scheme liability	23	(361,000)	(1,003,000)
TOTAL NET ASSETS		29,346,307	29,666,068
FUNDS OF THE ACADEMY TRUST			
RESTRICTED FUNDS:			
Fixed asset funds	17	29,500,543	29,869,409
Restricted income funds	17	-	233,770
		<u>29,500,543</u>	<u>30,103,179</u>
Restricted funds excluding pension reserve			
Pension reserve	17	(361,000)	(1,003,000)
TOTAL RESTRICTED FUNDS		29,139,543	29,100,179
UNRESTRICTED INCOME FUNDS	17	206,764	565,889
TOTAL FUNDS		29,346,307	29,666,068

The financial statements on pages 33 to 64 were approved and authorised for issue by the Trustees and are signed on their behalf, by:

P Jeffers
(Chair of Trustees)
Date:

The notes on pages 36 to 64 form part of these financial statements.

THE TAPSCOTT LEARNING TRUST
(A COMPANY LIMITED BY GUARANTEE)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2024

	Note	2024 £	2023 £
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash (used in)/provided by operating activities	19	(233,406)	315,167
CASH FLOWS FROM/(USED IN) INVESTING ACTIVITIES	20	(619,173)	(198,515)
CHANGE IN CASH AND CASH EQUIVALENTS IN THE YEAR		(852,579)	116,652
Cash and cash equivalents at the beginning of the year		1,114,155	997,503
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	21, 22	261,576	1,114,155

The notes on pages 36 to 64 form part of these financial statements

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024**

1. GENERAL INFORMATION

The Tapscott Learning Trust is a Company limited by guarantee, incorporated in England and Wales (company number: 10679504). The address of the registered office and principal place of operation is Curwen Primary and Nursery School, Atlas Road, London, E13 0AG. The nature of the Trust's operations and principal activity are detailed in the Trustees' Report.

2. ACCOUNTING POLICIES

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

2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements of the Academy Trust, which is a public benefit entity under FRS 102, have been prepared under the historic cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2023 to 2024 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

The Tapscott Learning Trust meets the definition of a public benefit entity under FRS 102.

2.2 GOING CONCERN

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

2.3 INCOME

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

• **Grants**

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

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

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

2. ACCOUNTING POLICIES (continued)

2.3 INCOME (CONTINUED)

- **Donations**

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

- **Other income**

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

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

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

2.4 EXPENDITURE

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

- **Expenditure on raising funds**

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

- **Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.

2.5 INTEREST RECEIVABLE

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

2. ACCOUNTING POLICIES (continued)

2.6 TAXATION

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

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

2.7 TANGIBLE FIXED ASSETS

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

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

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

Depreciation is provided on the following bases:

Long-term leasehold property	- 2%
Furniture and equipment	- 10%
Computer equipment	- 33%
Motor vehicles	- 20%
Assets under construction	- not depreciated

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

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

2.8 DEBTORS

Trade and other debtors with no stated interest rate and due within one year are recorded at the amount of the cash or other consideration expected to be received. Prepayments are valued at the amount paid.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024**

2. ACCOUNTING POLICIES (continued)

2.9 CASH AT BANK AND IN HAND

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account and cash on deposit that has a notice period of less than 30 days.

2.10 LIABILITIES

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

2.11 FINANCIAL INSTRUMENTS

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

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 15. Prepayments are not financial instruments.

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

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 16. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

2.12 OPERATING LEASES

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

2.13 PENSIONS

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

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024**

2. ACCOUNTING POLICIES (continued)

2.13 PENSIONS (CONTINUED)

The LGPS is a funded multi-employer scheme and the assets are held separately from those of the Academy Trust in separate Trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Balance Sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

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

2.14 FUND ACCOUNTING

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

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

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

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

Transfers are made between restricted funds and restricted fixed asset funds where restricted funds are used to purchase fixed assets.

3. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGMENT

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

Critical accounting estimates and assumptions:

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

3. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGMENT (CONTINUED)

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 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 2022 has been used by the actuary in valuing the pensions liability at 31 August 2024. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Critical areas of judgment:

The Tapscott Learning Trust obtains use of fixed assets as a lessee. The classification of such leases as operating or finance lease requires the Tapscott Learning Trust to determine, based on an evaluation of the terms and conditions of the arrangements, whether it retains or acquires the significant risks and rewards of ownership of these assets and accordingly whether the lease requires an asset and liability to be recognised in the Balance Sheet.

4. INCOME FROM DONATIONS AND CAPITAL GRANTS

	Restricted funds 2024 £	Restricted fixed asset funds 2024 £	Total funds 2024 £
Donations	99,429	-	99,429
Capital Grants	-	41,823	41,823
	<u>99,429</u>	<u>41,823</u>	<u>141,252</u>
	<u><u>99,429</u></u>	<u><u>41,823</u></u>	<u><u>141,252</u></u>
	Restricted funds 2023 £	Restricted fixed asset funds 2023 £	Total funds 2023 £
Donations	80,359	-	80,359
Capital Grants	-	129,581	129,581
	<u>80,359</u>	<u>129,581</u>	<u>209,940</u>
	<u><u>80,359</u></u>	<u><u>129,581</u></u>	<u><u>209,940</u></u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

5. FUNDING FOR THE ACADEMY TRUST'S CHARITABLE ACTIVITIES

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
EDUCATION			
DFE/ESFA GRANTS			
General Annual Grant	-	13,180,723	13,180,723
OTHER DFE/ESFA GRANTS			
Pupil Premium	-	1,054,916	1,054,916
Others	-	810,591	810,591
Mainstream Schools Additional Grant	-	399,086	399,086
	-	15,445,316	15,445,316
OTHER GOVERNMENT GRANTS			
Local Authority Grants	-	646,015	646,015
High Needs Funding	-	2,518,246	2,518,246
Early Education Funding	742,838	-	742,838
	742,838	3,164,261	3,907,099
Other income from the Academy Trust's education	143,639	-	143,639
COVID-19 ADDITIONAL FUNDING (DFE/ESFA)			
Recovery Premium	-	110,825	110,825
	886,477	18,720,402	19,606,879

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

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

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
EDUCATION			
DFE/ESFA GRANTS			
General Annual Grant	-	12,900,974	12,900,974
OTHER DFE/ESFA GRANTS			
Pupil Premium	-	1,083,191	1,083,191
School Supplementary Grant	-	333,538	333,538
Other DfE/ ESFA grants	-	505,832	505,832
Mainstream Schools Additional Grant	-	166,287	166,287
	-	14,989,822	14,989,822
OTHER GOVERNMENT GRANTS			
Local Authority Grants	-	818,544	818,544
High Needs Funding	-	2,148,940	2,148,940
Early Education Funding	694,685	-	694,685
	694,685	2,967,484	3,662,169
Other income from the Academy Trust's education	57,518	-	57,518
COVID-19 ADDITIONAL FUNDING (DFE/ESFA)			
Recovery Premium	-	230,474	230,474
	752,203	18,187,780	18,939,983

6. INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Catering income	17,816	17,816	17,266
Income from ancilliary trading activities	271,273	271,273	245,782
Income from commercial trading	343,938	343,938	336,565
	633,027	633,027	599,613

THE TAPSCOTT LEARNING TRUST
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

7. EXPENDITURE

	Staff Costs 2024 £	Premises 2024 £	Other 2024 £	Total 2024 £
EXPENDITURE ON FUNDRAISING TRADING ACTIVITIES:				
Direct costs	201,192	-	-	201,192
EDUCATION:				
Direct costs	14,849,693	623,407	62,024	15,535,124
Allocated support costs	1,564,554	1,331,193	2,500,856	5,396,603
	<u>16,615,439</u>	<u>1,954,600</u>	<u>2,562,880</u>	<u>21,132,919</u>
	Staff Costs 2023 £	Premises 2023 £	Other 2023 £	Total 2023 £
EXPENDITURE ON FUNDRAISING TRADING ACTIVITIES:				
Direct costs	187,900	-	-	187,900
EDUCATION:				
Direct costs	14,268,405	658,344	177,427	15,104,176
Allocated support costs	1,783,839	1,326,580	2,371,966	5,482,385
	<u>16,240,144</u>	<u>1,984,924</u>	<u>2,549,393</u>	<u>20,774,461</u>

8. ANALYSIS OF EXPENDITURE BY ACTIVITIES

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £
Education	<u>15,535,124</u>	<u>5,396,603</u>	<u>20,931,727</u>

THE TAPSCOTT LEARNING TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

8. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)

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

ANALYSIS OF SUPPORT COSTS

	Total funds 2024 £	Total funds 2023 £
Pension finance costs	8,910	24,000
Staff costs	1,564,554	1,783,839
Depreciation	700,333	739,581
Recruitment and support	-	1,034
Maintenance of premises and equipment	195,721	234,726
Cleaning	609,908	566,851
Rent and rates	64,416	60,754
Energy costs	329,656	330,357
Insurance	52,084	48,173
Security and transport	2,470	4,616
Catering	1,181,308	1,036,383
Technology costs	33,478	20,080
Premises costs	219,281	243,162
Legal and professional	379,569	341,148
Bank interest and charges	360	420
Governance	54,555	47,261
	5,396,603	5,482,385

THE TAPSCOTT LEARNING TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

9. NET EXPENDITURE

Net expenditure for the year includes:

	2024	2023
	£	£
Operating lease rentals	11,739	7,604
Depreciation of tangible fixed assets	700,333	739,581
Fees paid to auditors for:		
- audit	34,200	32,500
- other services	4,210	14,761
	=====	=====

10. STAFF

a. STAFF COSTS AND EMPLOYEE BENEFITS

Staff costs during the year were as follows:

	2024	2023
	£	£
Wages and salaries	12,243,208	11,911,356
Social security costs	1,330,963	1,269,601
Pension costs	2,335,264	2,502,774
	=====	=====
	15,909,435	15,683,731
Agency staff costs	706,004	556,413
	=====	=====
	16,615,439	16,240,144

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

10. STAFF (CONTINUED)

b. STAFF NUMBERS

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

	2024	2023
	No.	No.
Teachers	109	124
Administration and support	209	226
Management	35	30
	353	380

c. HIGHER PAID STAFF

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

	2024	2023
	No.	No.
In the band £60,001 - £70,000	4	12
In the band £70,001 - £80,000	16	7
In the band £80,001 - £90,000	1	1
In the band £90,001 - £100,000	1	2
In the band £100,001 - £110,000	2	2
In the band £120,001 - £130,000	2	-
In the band £140,001 - £150,000	1	1
In the band £150,001 - £160,000	1	1

d. KEY MANAGEMENT PERSONNEL

The key management personnel of the Academy Trust comprise the Trustees and the senior management team as listed on page 1. The total amount of key management personnel benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy Trust was £901,059 for seven individuals (2023: £975,398 for nine individuals).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

11. CENTRAL SERVICES

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

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

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

A flat 7% (2023 - 7%) of GAG funding, 7% of Local Authority Early Years Funding, 7% of Mainstream School Additional grant funding, 7% of School Supplementary grant funding and 70% of PE and Sports grant funding.

The actual amounts charged during the year were as follows:

	2024	2023
	£	£
Curwen Primary School	406,545	389,064
Kensington Primary School	287,515	273,842
Ranelagh Primary School	158,888	152,934
North Beckton Primary School	222,582	200,360
TOTAL	1,075,530	1,016,200

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

12. TRUSTEES' REMUNERATION AND EXPENSES

The CEO only receives remuneration in respect of services they provide undertaking the role of CEO under their contract of employment, and not in respect of their services as a Trustee. Other Trustees did not receive any payments from the Academy Trust in respect of their roles as Trustees. The value of Trustees' remuneration and other benefits was as follows: P Harris: Remuneration £155,000 - £160,000 (2023: £155,000 - 160,000). Employer's pension contributions: £40,000 - £45,000 (2023: £35,000 - £40,000).

During the year ended 31 August 2024, expenses totalling £130 were reimbursed or paid directly to 1 Trustee (2023 - £NIL to no Trustees). The nature of expenses incurred relate to travel.

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 £10,000,000. It is not possible to quantify the Trustees and officers indemnity element from the overall cost of the RPA scheme membership.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

14. TANGIBLE FIXED ASSETS

	Long-term leasehold property £	Assets under construction £	Furniture and equipment £	Computer equipment £	Motor vehicles £	Total £
COST						
At 1 September 2023	31,772,838	716,632	303,023	392,088	22,083	33,206,664
Additions	186,823	424,174	1,980	48,019	-	660,996
Transfers between classes	1,066,187	(1,066,187)	-	-	-	-
At 31 August 2024	33,025,848	74,619	305,003	440,107	22,083	33,867,660
DEPRECIATION						
At 1 September 2023	3,314,894	-	115,013	363,590	15,090	3,808,587
Charge for the year	635,820	-	30,502	31,802	2,209	700,333
At 31 August 2024	3,950,714	-	145,515	395,392	17,299	4,508,920
NET BOOK VALUE						
At 31 August 2024	29,075,134	74,619	159,488	44,715	4,784	29,358,740
At 31 August 2023	28,457,944	716,632	188,010	28,498	6,993	29,398,077

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

15. DEBTORS

	2024 £	2023 £
DUE WITHIN ONE YEAR		
Trade debtors	28,544	38,028
Other debtors	373,742	118,371
Prepayments and accrued income	568,976	676,290
	971,262	832,689

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade creditors	237,014	20,107
Other taxation and social security	286,376	294,593
Accruals and deferred income	360,881	361,153
	884,271	675,853

	2024 £	2023 £
Deferred income at 1 September 2023	175,960	191,328
Resources deferred during the year	185,613	175,960
Amounts released from previous periods	(175,960)	(191,328)
	185,613	175,960

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

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

17. STATEMENT OF FUNDS

	Balance at 1 September 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2024 £
UNRESTRICTED FUNDS						
General funds	565,889	1,519,504	(1,519,504)	(359,125)	-	206,764
RESTRICTED GENERAL FUNDS						
General Annual Grant	233,770	13,180,723	(13,483,974)	69,481	-	-
Pupil Premium	-	1,054,916	(1,054,916)	-	-	-
Other DfE/ESFA grants	-	921,416	(921,416)	-	-	-
Local Authority revenue grants	-	646,015	(646,015)	-	-	-
High Needs Funding	-	2,518,246	(2,518,246)	-	-	-
Other Restricted Income	-	99,429	(99,429)	-	-	-
Mainstream Schools Additional Grant	-	399,086	(399,086)	-	-	-
Pension reserve	(1,003,000)	-	210,000	-	432,000	(361,000)
	(769,230)	18,819,831	(18,913,082)	69,481	432,000	(361,000)

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

17. STATEMENT OF FUNDS (CONTINUED)

	Balance at 1 September 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2024 £
RESTRICTED FIXED ASSET FUNDS						
NBV of fixed assets	29,398,077	-	(700,333)	660,996	-	29,358,740
DfE/ESFA capital grants	471,332	41,823	-	(371,352)	-	141,803
	<u>29,869,409</u>	<u>41,823</u>	<u>(700,333)</u>	<u>289,644</u>	<u>-</u>	<u>29,500,543</u>
TOTAL RESTRICTED FUNDS	<u>29,100,179</u>	<u>18,861,654</u>	<u>(19,613,415)</u>	<u>359,125</u>	<u>432,000</u>	<u>29,139,543</u>
TOTAL FUNDS	<u>29,666,068</u>	<u>20,381,158</u>	<u>(21,132,919)</u>	<u>-</u>	<u>432,000</u>	<u>29,346,307</u>

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

Unrestricted funds

General fund - this represents the Trust's unrestricted activities.

Restricted funds

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

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

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

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

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

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

Mainstream Schools Additional Grant - Additional funding received from the ESFA.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024**

17. STATEMENT OF FUNDS (CONTINUED)

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

Restricted fixed asset funds

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

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

OTHER INFORMATION

Under the funding agreement with the Secretary of State, the Academy Trust was not subject to a limit on the amount of GAG it could carry forward at 31 August 2024.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

17. STATEMENT OF FUNDS (CONTINUED)

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

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

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

17. STATEMENT OF FUNDS (CONTINUED)

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

Total funds analysis by academy

Fund balances at 31 August 2024 were allocated as follows:

	2024 £	2023 £
Curwen Primary School	(99,769)	55,231
Kensington Primary School	113,998	86,325
Ranelagh Primary School	59,404	84,230
North Beckton Primary School	(73,055)	47,000
Central Services	206,186	526,873
Total before fixed asset funds and pension reserve	206,764	799,659
Restricted fixed asset fund	29,500,543	29,869,409
Pension reserve	(361,000)	(1,003,000)
TOTAL	<u>29,346,307</u>	<u>29,666,068</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

17. STATEMENT OF FUNDS (CONTINUED)

The following academies are carrying a net deficit on their portion of the funds as follows:

	Deficit £
Curwen Primary School	(99,769)
North Beckton Primary School	(73,055)

Curwen Primary School and North Beckton Primary School are in deficits due to falling pupil rolls due to the demographics of the local area, as seen across the country.

The Academy Trust is taking the following action to return the academies to surplus:

A freeze has been put into place on permanent staff recruitment in order to control staff costs and bring the staff resource down to match against the needs of the pupils.

TOTAL COST ANALYSIS BY ACADEMY

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

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2024 £
Curwen Primary School	5,452,237	508,286	276,704	927,235	7,164,462
Kensington Primary School	3,591,778	306,354	149,187	656,285	4,703,604
Ranelagh Primary School	2,328,383	174,179	91,019	585,290	3,178,871
North Beckton Primary School	2,945,872	275,594	126,685	699,964	4,048,115
Central Services	732,615	300,141	17,746	254,035	1,304,537
ACADEMY TRUST	15,050,885	1,564,554	661,341	3,122,809	20,399,589

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

17. STATEMENT OF FUNDS (CONTINUED)

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

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT PERIOD

	Unrestricted funds 2024 £	Restricted funds 2024 £	Restricted fixed asset funds 2024 £	Total funds 2024 £
Tangible fixed assets	-	-	29,358,740	29,358,740
Current assets	206,764	884,271	141,803	1,232,838
Creditors due within one year	-	(884,271)	-	(884,271)
Provisions for liabilities and charges	-	(361,000)	-	(361,000)
TOTAL	206,764	(361,000)	29,500,543	29,346,307

ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR PERIOD

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

19. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	2023 £
Net expenditure for the period (as per Statement of Financial Activities)	(751,761)	(1,024,925)
ADJUSTMENTS FOR:		
Depreciation	700,333	739,581
Capital grants from DfE and other capital income	(41,823)	(129,581)
Defined benefit pension scheme cost less contributions payable	(243,000)	214,000
Defined benefit pension scheme finance cost	33,000	84,000
Decrease/(Increase) in debtors	(138,573)	367,653
Increase in creditors	208,418	64,439
NET CASH (USED IN)/PROVIDED BY OPERATING ACTIVITIES	(233,406)	315,167

20. CASH FLOWS FROM INVESTING ACTIVITIES

	2024 £	2023 £
Purchase of tangible fixed assets	(660,996)	(328,096)
Capital grants from DfE/ESFA	41,823	129,581
NET CASH USED IN INVESTING ACTIVITIES	(619,173)	(198,515)

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2024 £	2023 £
Cash in hand and at bank	261,576	1,114,155

22. ANALYSIS OF CHANGES IN NET DEBT

	At 1 September 2023 £	Cash flows £	At 31 August 2024 £
Cash at bank and in hand	1,114,155	(852,579)	261,576

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024**

23. PENSION COMMITMENTS

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

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

Contributions amounting to £Nil were payable to the schemes at 31 August 2024 (2023 - £28,350) and are included within creditors.

TEACHERS' PENSION SCHEME

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers in academies. All teachers have the option to opt-out of the TPS following enrolment.

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

VALUATION OF THE TEACHERS' PENSION SCHEME

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to ensure scheme costs are recognised and managed appropriately and the review specifies the level of future contributions.

Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2020. The valuation report was published by the Department for Education on 27 October 2023, with the SCAPE rate, set by HMT, applying a notional investment return based on 1.7% above the rate of CPI. The key elements of the valuation outcome are:

- employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy). This is an increase of 5% in employer contributions and the cost control result is such that no change in member benefits is needed.
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million

The result of this valuation has been implemented from 1 April 2024. The next valuation result is due to be implemented from 1 April 2028.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

23. PENSION COMMITMENTS (CONTINUED)

The employer's pension costs paid to TPS in the year amounted to £1,556,000 (2023 - £1,043,000).

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

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The Academy Trust is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the Academy Trust has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Academy Trust has set out above, the information available on the scheme.

LOCAL GOVERNMENT PENSION SCHEME

The LGPS is a funded defined benefit pension scheme, with the assets held in separate Trustee-administered funds. The total contribution made for the year ended 31 August 2024 was £1,366,000 (2023 - £959,000), of which employer's contributions totalled £1,067,000 (2023 - £735,000) and employees' contributions totalled £299,000 (2023 - £224,000). The agreed contribution rates for future years are 18.6 per cent for employers and 5.5 to 12.5 per cent for employees.

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

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

PRINCIPAL ACTUARIAL ASSUMPTIONS

	2024	2023
	%	%
Rate of increase in salaries	3.8	3.9
Rate of increase for pensions in payment/inflation	2.8	2.9
Discount rate for scheme liabilities	5.1	5.3
Inflation Assumption (CPI)	2.8	2.9

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

	2024	2023
	Years	Years
RETIRING TODAY		
Males	19.7	19.6
Females	23.1	23
RETIRING IN 20 YEARS		
Males	21.1	21
Females	24.6	24.5

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

23. PENSION COMMITMENTS (CONTINUED)

SENSITIVITY ANALYSIS

SHARE OF SCHEME ASSETS

The actual return on scheme assets was £1,153,000 (2023 - £86,000).

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

	2024 £	2023 £
Current service cost	(824,000)	(949,000)
Interest income	477,000	364,000
Interest cost	(510,000)	(448,000)
TOTAL AMOUNT RECOGNISED IN THE STATEMENT OF FINANCIAL ACTIVITIES	(857,000)	(1,033,000)

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

	2024 £	2023 £
AT 1 SEPTEMBER	9,550,000	10,601,000
Current service cost	824,000	949,000
Interest cost	510,000	448,000
Employee contributions	299,000	224,000
Actuarial losses/(gains)	236,000	(2,314,000)
Benefits paid	(147,000)	(358,000)
AT 31 AUGUST	11,272,000	9,550,000

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

	2024 £	2023 £
AT 1 SEPTEMBER	8,547,000	7,842,000
Interest income	477,000	364,000
Actuarial gains/(losses)	668,000	(260,000)
Employer contributions	1,067,000	735,000
Employee contributions	299,000	224,000
Benefits paid	(147,000)	(358,000)
AT 31 AUGUST	10,911,000	8,547,000

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

24. OPERATING LEASE COMMITMENTS

At 31 August 2024 the Academy Trust had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024	2023
	£	£
Not later than 1 year	12,061	11,764
Later than 1 year and not later than 5 years	33,470	46,541
	45,531	58,305

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 the Trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the Academy Trust Handbook, including notifying the ESFA of all transactions made on or after 1 April 2019 and obtaining their approval where required, and with the Academy Trust's financial regulations and normal procurement procedures relating to connected and related party transactions.

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

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