

**Company Limited by Guarantee**  
**Registration number: 07895684 (England and Wales)**

**BUSHEY ST JAMES TRUST**  
**REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2013**

**BUSHEY ST JAMES TRUST**  
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**BUSHEY ST JAMES TRUST**  
**REFERENCE AND ADMINISTRATIVE DETAILS**

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**Trustees**

Keith Douglas	Headteacher BMS
Heather Maddox	Headteacher LR
Caroline Would	
Samuel Russell	Chair
Jonathan Davies	
Theresa Rodwell	
Dinah Hoeksma	
Richard Abrahams	Vice Chair
Simon Kinna	
Robert Coombs	(Resigned 1 May 2013)

**Company Secretary**

Rosalyn Armitage - Brain

**Senior Management Team**

Headteacher BMS - Keith Douglas	Assistant Headteacher – William Fisher
Headteacher LR - Heather Maddox	Assistant Headteacher – Elizabeth Weddle
Deputy Headteacher BMS – Hilary Morawska	Assistant Headteacher – Lee Arnold
Deputy Headteacher LR – Ruth Ironside (Currently on Maternity Leave)	
Director of Finance – Peter Waite	

**Registered Office**

Bushey Meads School  
Coldharbour Lane  
Bushey  
Hertfordshire  
WD23 4PA

**Company Registration  
Number**

07895684

**Independent Auditors**

Crowe Clark Whitehill  
Carrick House  
Lypiatt Road  
Cheltenham  
GL50 2QJ

**Solicitors**

Stone King  
16 St John's Lane  
London  
EC1M 4BS

**Bankers**

Lloyds TSB  
45 The Broadway  
Ealing  
London  
W5 5JU

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**BUSHEY ST JAMES TRUST  
REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 AUGUST 2013**

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The Trustees present their annual report together with the financial statements and auditor's report of the Charitable Company for the year ended 31 August 2013.

The financial statements have been prepared in accordance with the accounting policies on pages 23-38 of the financial statements, and comply with the Company's Memorandum and Articles of Association, the Companies Act 2006, and the requirements of the Statement of Recommended Practice "Accounting and Reporting by Charities," (SORP 2005), and the Academies Accounts Direction, (August 2011).

**Structure, Governance and Management**

**Constitution**

Bushey St James Trust is a company limited by guarantee and is an exempt charity. The Charitable Company's Memorandum and Articles of Association and Funding Agreement are the primary governing documents of the Academy Trust. The Charitable Company was incorporated on 3 January 2012 as Bushey St James Trust (federating Bushey Meads Secondary School and Little Reddings Primary School).

The Trustees act as the Trustees for the charitable activities of Bushey St James Trust and as Directors of the Charitable Company for the purposes of Company law. The Charitable Company is incorporated as Bushey St James Trust Ltd.

Details of the Trustees who served Bushey St James Trust throughout 2013 are included in the Reference and Administrative Details on page 1.

**Members' Liability**

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

**Trustees' Indemnities**

As disclosed in note 14, professional indemnity insurance is paid on behalf of the Trustees of the Academy.

**Principal Activities**

Bushey Meads School is an 11-19 mixed comprehensive high school specialising in technology. The School continues to be popular and oversubscribed – there were 922 applications for 170 places. In February 2012 the School was inspected by Ofsted and was awarded as being a good school with outstanding features. One of the few schools in the country to achieve outstanding for the behaviour and safety of students. The inspectors recognised the uncompromising drive to raise standards. Not least, it reflects the consistently high level of expectations at the School and the determination and hard work of students, parents, staff and Trustees that have led to pupils' excellent examination results.

**BUSHEY ST JAMES TRUST  
REPORT OF THE TRUSTEES (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2013**

Little Reddings is a two form entry primary school with a nursery class. There are currently 425 pupils on roll and the numbers are growing. The School increased its PAN to 60 from 51 in 2013 to accommodate the local need for additional places in the future. The last Ofsted inspection was in 2010 where the School was found to be good with some outstanding features notably the behaviour of the children. Pupils were found to achieve well. An Interim Assessment was carried out in January 2013 and the school was seen to be still performing well.

The object of Bushey St James Trust is set out in the Company's Articles of Association, namely "to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining and carrying on, managing and developing a school offering a broad and balanced curriculum".

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

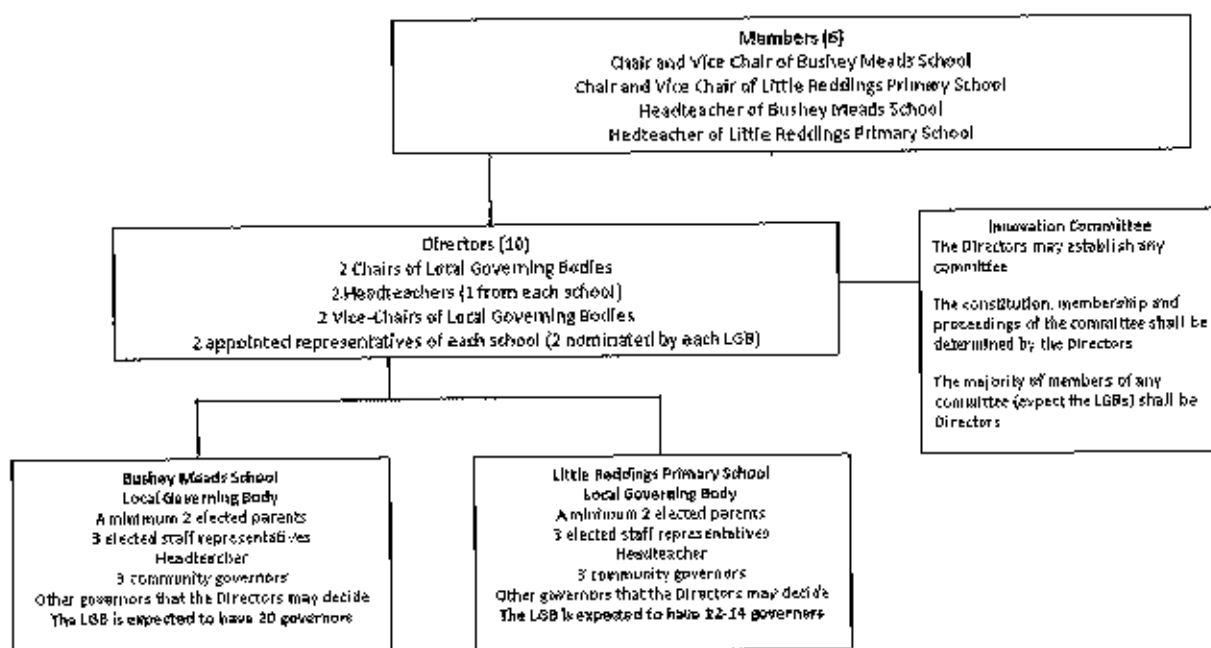
The Academy's Board of Trustees is subject to retirement by rotation. Trustees are eligible for re-election at the meeting at which they retire. The Trustees to retire are those who have served the longest in office since their appointment or re-election. New Trustees are recruited in accordance with the Articles of Association and 'A Guide to the Law for School Trustees.' The term of office for any Trustee is 4 years, although this time limit does not apply to the Headteachers.

The Board of Trustees who were in office on 31 August 2013 and served throughout the year are listed on page 1.

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

Bushey Meads and Little Reddings under Bushey St James Trust continue to procure Trustee Support services provided by Hertfordshire County Council, the local education authority. Additional training is provided as required based on individual or collective need. External advice and support is commissioned where necessary.

**Organisation Structure**



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**BUSHEY ST JAMES TRUST  
REPORT OF THE TRUSTEES (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2013**

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The structure of the Trust consists of three senior levels:

1. the Board of Trustees, including the Headteachers, Chairs of Trustees (see diagram above)
2. the Local Governing Bodies of Bushey Meads School and Little Reddings Primary School
3. the Senior Leadership Teams of Bushey Meads School and Little Reddings Primary School

The Board of Trustees is responsible for setting the Trust's priorities, adopting the budget, monitoring performance against these plans and making major decisions about the direction of the federation.

The Headteacher, Deputy Headteacher and Senior Leadership Team of each School controls the School at an executive level, implementing the policies set by the Board of Trustees and reporting back to them.

The Board of Trustees has established two Local Governing Bodies (LGB), one for each school within the federation. Each committee has its own terms of reference detailing the responsibilities discharged to the sub-committee, to the Headteachers (The Accounting Officer), Deputy Headteachers and to the Senior Leadership Team. The terms of reference and meeting frequency for each sub-committee is reviewed and approved by the Board of Trustees annually. The terms of reference for the Finance Sub-Committee detail the Academy's authorised spending limits.

The sub-committees of the LGB at Bushey Meads are:

- Strategic Planning
- Student Matters
- Performance Monitoring
- Infrastructure

Groups of Trustees may be formally organised outside of the sub-committee structure to support the Academy as required, to consider:

- Headteacher, Deputy Headteacher and Assistant Headteacher recruitment
- Performance management of the Headteacher
- Pupil behaviour and discipline
- Staff conduct and discipline
- Complaints
- Significant areas of change management, (i.e.; Academy status and the new curriculum)

The sub-committees of the LGB at Little Reddings are:

- Finance and Premises
- Staffing (Pay and Personnel)
- Health and Safety

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**BUSHEY ST JAMES TRUST  
REPORT OF THE TRUSTEES (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2013**

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Groups of Trustees may be formally organised outside of the sub-committee structure to support the Academy as required, to consider:

- Admissions
- Performance management of the Headteacher
- Pupil behaviour and discipline
- Staff conduct and discipline
- Complaints
- Significant areas of change management, (i.e.; Academy status and the new curriculum)

**Risk Management**

The Board of Trustees has considered the major risks to which the schools are exposed, in particular those relating to governance, finance, insurance, attainment, attendance, behaviour, health and safety, organisation, operations, safeguarding, reputation, HR and ICT.

The Board of Trustees have implemented a number of systems to assess and reduce risks that the schools face, especially in operational areas in relation to teaching, health and safety (including school trips and the schools' minibuses), behaviour management, and in relation to the control of finances. They have introduced policies and systems for the recruitment, selection and vetting of new staff, continual professional development of staff, child protection, supervision of students around the school site and internal financial controls to minimise financial risk. Adequate insurance has been arranged where significant financial risk remains. The Academy has an effective system of internal financial control as explained in the Statement on Internal Control.

**Connected Organisations, including Related Party Relationships**

During this year the Academy has supported Falconer EBD School after it was placed in special measures by Ofsted in February 2013. This resulted in the Headteacher of Bushey Meads being seconded to Falconer School, furthering the pursuit of the Academy's support and charitable activities.

**Objects and Aims of the Academy**

As described, the object of Bushey St James Trust is set out in the Company's Articles of Association.

The Board of Trustees continues to set the Academy's strategic aims through the School's improvement plan. These aims are monitored closely by the Governing Bodies and reported to the Board of Trustees by way of Headteachers, Senior Team Reports and through the work of the sub committees.

The aims and objectives for the Academy are derived from the Trust's mission statement which is '*Working to build a cohesive learning community which supports the best educational outcomes for all members.*'

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**BUSHEY ST JAMES TRUST  
REPORT OF THE TRUSTEES (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2013**

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The key aims of the Academy for the forthcoming year are:

- Striving for excellence in all we do
- Providing opportunities for all
- Nurture greater integration and community cohesion
- Providing continuity between key stages
- Actively seek to collaborate and establish partnerships with organisations that will contribute to the development of such an ethos
- Work with and involve key stakeholders, partners and communities
- Ensure that key stakeholder groups, including parents, staff and the local community have a voice
- Provide a programme of high quality continuing professional development and training for all staff to underpin and sustain improvements in teaching and learning
- Emphasise in students the traditional values of self discipline, responsibility, respect, trust and cooperation

**Objectives, Strategies and Activities**

The key objectives for the forthcoming year are:

Bushey Meads School:

- 80% of students achieve level 5 or higher in Maths and English at key stage 3
- All grades at KS3 to be above the national average
- 74% 5 A\*-C grades at GCSE
- 83% 5 A\*-C at GCSE including Maths and English
- 90% 5 A\*-G at GCSE including Maths and English
- 15% A\* or A grades at GCSE
- 74% of students achieve 3 levels of progress in GCSE English
- 77% of students achieve 3 levels of progress in GCSE Maths
- 95% pass rate at AS and A2, (A-E grades)
- 50% A\*-B grades at A2
- 80% A\*-C grades at A2
- 55% A\*-C grades at AS
- Attendance target is 95%

Little Reddings School:

- 90% of Year 6 pupils attaining level 4 or above in reading
- 76% of Year 6 pupils attaining Level 5 in reading
- 90% of Year 6 pupils attaining Level 4 or above in writing
- 57% of Year 6 attaining Level 5 in writing
- 93% of Year 6 pupils attaining Level 4 or above in maths
- 53% of Year 6 pupils attaining level 5 in maths
- 97% of Year 6 pupils attaining level 4 or above in science
- 57% of Year 6 pupils attaining Level 5 in science
- Attendance target is 95%



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**BUSHEY ST JAMES TRUST  
REPORT OF THE TRUSTEES (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2013**

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**Public Benefit**

The Trustees confirm that they have complied with their duty in Section 17 of the Charities Act 2011 to have due regards to public benefit guidance published by the Charity Commission for England and Wales. The Trustees consider that the Academy's aims are demonstrably to the public benefit.

**Achievements and Performance**

Bushey St James Trust was legally formed at midnight on the 3 January 2012. This Annual Report covers the Academy's second period of operation.

Bushey Meads School

There are 1,063 students on roll in September 2013

Little Reddings Primary School

There are 425 students on roll in September 2013

The Academy is committed to continual improvement which is achieved in a number of ways including: improvement planning, review meetings, continual professional development, lesson observations, performance management, learning walks, self-evaluation, data analysis and action planning.

Table 1 below provide a summary of the Bushey Meads' performance in 2013 examination season:

**Table 1. Summary of GCSE examination results, (2013).**

<b>KEY STAGE 4 RESULTS</b>	<b>Bushey Meads School</b>
<b>Indicator (% or point score)</b>	<b>2013</b>
5A*-C including English & Maths	65
5A*-C, any subject	77
2A*-C in Science	51
English Baccalaureate*	23
English A*-C	71
Expected Progress in English	68
Maths A*-C	72
Expected Progress in Maths	91
Capped Points Score (best 8) *	347.7

**BUSHEY ST JAMES TRUST  
REPORT OF THE TRUSTEES (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2013**

**Table 2. Summary of the Little Reddings' performance in 2013.**

<b>KEY STAGE 1 RESULTS (%'s)</b>	<b>Little Reddings Primary</b>
Reading ( Level 2 or above)	90 (target 93)
Writing	90 (target 93)
Maths	92 (target 96)
Science	92 (target 90)
Reading ( Level 3)	30 (target 44)
Writing	20 (target 38)
Maths	30 (target 35)
Science	22
Overall average point score	16.2

<b>KEY STAGE 2 RESULTS (%'s)</b>	
Reading ( Level 4 or above)	79 (target 90)
Writing ( Level 4 or above)	86 (target 90)
Maths	93 (target 87)
Science	93 (target 93)
Reading ( Level 5)	41 (target 66)
Writing ( Level 5)	41 (10% at Level 6) (target 57)
Maths ( Level 5 or above)	62 (3% at Level 6) (target 57)
Science ( Level 5)	59 (target 60)
Overall points score for English	28.4 reading 29.3 writing (29.1 in 2012)
Overall points score in maths	30.5 (29 in 2012)

**Going Concern**

After consideration of the School's financial position, its financial plans (including projected student numbers), the demand for places and the broader environment, the Board of Trustees have a reasonable expectation that the Academy has and will continue to have adequate resources to enable it to be a sustainable going concern in 2013/14 and for the foreseeable future. For this reason the Academy continues to adopt the going concern principle in preparing its financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

**Key Financial Performance Indicators and Financial Review**

The Academy received income into its Unrestricted Fund, Restricted General Funds and Fixed Asset Fund during 1 September to 31 August 2013.

**Restricted General Fund**

The majority of the Academy's income was received through Education Funding Agency (EFA) recurrent revenue grants into the Restricted General Fund, the use of which is restricted to the academy's charitable activities, its educational operations. These revenue grants, and the associated revenue expenditure made against them, are detailed in the Statement of Financial Activities (SOFA). General Restricted Fund income for the year was £7,516,125, expenditure against the fund was £7,449,357 giving a restricted revenue fund carried forward of £259,670 before transfers from the Restricted Fixed Fund.

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**BUSHEY ST JAMES TRUST  
REPORT OF THE TRUSTEES (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2013**

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**Unrestricted Funds**

Income received into the Unrestricted Fund was £831,529. Expenditure against the fund was £244,547 for the year, giving an Unrestricted Fund carried forward of £1,330,503.

**Restricted Fixed Asset (Capital) Fund**

The Restricted Fixed Asset Fund balance is reduced by an annual depreciation charge over the expected useful life of the assets concerned in line with the Academy's depreciation policy.

Income received into the fund was Academies Capital Maintenance Funding and Formula Capital Funding of £273,049.

The SOFA details a £12,923,626 Restricted Fixed Asset Fund year end surplus after transfers between funds.

**Summary of Financial Performance**

Total fund balance as at 31 August 2013 was £12,990,799 comprised of £1,330,503, £259,670 and £12,923,626 in Unrestricted, Restricted General and Restricted Fixed Asset Funds respectively as well as the Restricted Pension Reserve deficit of £1,523,000.

**Balance Sheet**

The Academy's assets were predominantly used for providing education to school students. Some assets were used by the local community, predominantly for sports, as part of the School's sports focus and strategic aims to promote health, pathways into the community and work, and community cohesion.

The net book value of the Academy's tangible fixed assets was £13,389,729 as at 31 August 2013. The movement in this account is detailed in note 15.

Cash in hand at 31 August 2013 was £1,366,301.  
The Reserves and Investment Policies are detailed below.

**Financial and Risk Management Objectives and Policies**

The objective of the Academy's Risk Management procedure is to identify the principal risks facing the Academy so that existing controls may be considered and further action taken if required, including external insurance.

The Board of Trustees has a comprehensive risk management process to identify and monitor the risks faced by the Academy.

The financial risks considered include: economic / financial uncertainty, liquidity and solvency, credit risk, the risk of fraud and compliance with financial / statutory requirements.

The valuation of the defined benefit pension scheme is a liability of £1,523,000. On the Balance Sheet, this is included in the Academy's reserves.

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**BUSHEY ST JAMES TRUST  
REPORT OF THE TRUSTEES (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2013**

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**Principal Risks and Uncertainties**

The Board of Trustees has a comprehensive risk management process to identify and monitor the risks faced by the Academy. The principal risks identified include governance, statutory compliance, finance, insurance, attainment, attendance, behaviour, health and safety, organisation, operations, safeguarding, reputation, HR and ICT. A risk rating mechanism is in place with greater emphasis directed towards those identified higher risk areas.

**Reserves Policy**

The Board of Trustees reviews the Academy's Reserve Policy annually. The Board of Trustees have determined that the appropriate level of free reserves should be the equivalent to £460,000 which represents one months gross salary costs.

The reason for this reserve is to provide sufficient working capital and to provide a cushion to deal with unexpected emergencies. In future years capital maintenance and development projects may be considered in the reserves policy review.

The Academy's free reserves as at 31<sup>st</sup> August 2013 were £864,400. (Total reserves less fixed assets and restricted general reserves).

**Investment Policy**

Investment vehicles are approved by the Board of Trustees with the support of expert advice as necessary. The Academy has invested the majority of the closing balance from the predecessor school in a Three Month Fixed Investment Account at Lloyds TSB. This is a low risk short term investment. The objective of this account is to hold the Academy's reserve at low risk.

The Academy does not have any endowment funds.

**Plans for Future Periods**

Bushey St James Trust strives to continually improve levels of attainment for all students, equipping them with the qualifications, skills and character to follow their chosen pathway, whether it be into further and higher education or employment.

The curriculum, the quality of teaching and learning and informed interventions are consistently reviewed to help every child achieve their full potential.

The Trust believes that developing the whole child is critical to improving levels of attainment and in developing broader skills and character that will develop students' commitment to lifelong learning and enrich their quality of life. To this extent, the Trust strives to provide exceptional behaviour and attendance management support to its students and to offer a broad range of extra-curricular activities.

Bushey Meads School has been approved by Hertfordshire County Council (HCC) to expand its admission number by 30 places. This is due to an increase in the school age population in the Watford area. This will take place in September 2015. HCC commissioned a report on the Bushey Meads School site and recommended areas requiring expansion. Bushey Meads commissioned its own report and conducted its own internal review of capacity, which it was agreed were feasible.

A grant of approximately £3.5 million has been allocated for this expansion, a sum which was confirmed by our independent consultants on school expansion. The final decision by HCC is due to be made in January 2014 following Bushey Meads signing of the Memorandum of Understanding to commit the school to expand from 2015.

**Funds held as Custodian Trustee on behalf of others**

Neither Bushey St James Trust Ltd nor the Board of Trustees are acting as third party custodial trustees.

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**BUSHEY ST JAMES TRUST  
REPORT OF THE TRUSTEES (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2013**

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The auditors, Crowe Clark Whitehill LLP who were appointed during the year, are willing to continue in office and a resolution to appoint them will be proposed at the Annual General Meeting.

The report of the Trustees was approved by the Members of the Trust on 10 Dec 2013 and signed on its behalf by



**Mr Sam Russell  
Chair of the Board of Trustees**



**Mr Keith Douglas  
Accounting Officer and Head Teacher**

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**BUSHEY ST JAMES TRUST  
GOVERNANCE STATEMENT  
FOR THE YEAR ENDED 31 AUGUST 2013**

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**Scope of Responsibility**

The Trustees accept overall responsibility for ensuring that Bushey Meads School and Little Reddings Primary School have effective and appropriate system of control, financial and otherwise. However such systems are 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 Trustees have delegated day-to-day responsibility to the Headteachers. The Headteacher of Bushey Meads School is the Accounting Officer, 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 schools and the Secretary of State for Education. The Accounting Officer is also responsible for reporting to the Trustees any material weaknesses or breakdowns in internal control.

**Trust**

The information on the trust included here supplements that described in the Report of the Trustees and in the Statement of Trustees' Responsibilities. The Bushey St James Trust has formally met 7 times during the year. Attendance during the year at meetings of the Trust was:

<b>Trustees</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
Keith Douglas	7	7
Heather Maddox	7	7
Caroline Would	5	7
Samuel Russell	7	7
Jonathan Davies	6	7
Theresa Rodwell	3	7
Dinah Hoeksma	6	7
Richard Abrahams	6	7
Simon Kinna	7	7
Robert Coombs	0	7

The Finance and and Human Resource responsibilities of the Trust are controlled by the Board of Trustees, through each school's local governing body.

**The Purpose of the System of Internal Control**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of school trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in School for the year ended 31 August 2013 and up to the date of approval of the annual report and financial statements.

**Capacity to Handle Risk**

The Governing Body has reviewed the key risks to which the school trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Governing Body is of the view that there is a formal on-going process for identifying, evaluating and managing the school's significant risks that has been in place for the year ending 31 August 2013 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Governing Body.

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**BUSHEY ST JAMES TRUST**  
**GOVERNANCE STATEMENT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2013**

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**The Risk and Control Framework**

School'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 Governing Body;
- regular reviews by the Finance and Personnel Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- setting targets to measure financial and other performance;
- clearly defined purchasing guidelines.
- delegation of authority and segregation of duties;
- identification and management of risks.

**Review of Effectiveness**

As Accounting Officer, the Headteacher 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 Responsible Officer;
- the work of the external auditor;
  
- the financial management and governance self-assessment process;
  
- the work of the executive managers within the school trust who have responsibility for the development and maintenance of the internal control framework.

Approved by order of the members of the Governing Body on 10 DEC 2013 and signed on its behalf by:



**SAM RUSSELL**  
Chairman



**KEITH DOUGLAS**  
Headteacher and Accounting

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**BUSHEY ST JAMES TRUST  
STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE  
FOR THE YEAR ENDED 31 AUGUST 2013**

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As Accounting Officer of Bushey St James Trust I have considered my responsibility to notify the Governing Body and the Education Funding Agency of material irregularity, impropriety and

non-compliance with EFA terms and conditions of funding, under the funding agreement in place

between the School and the Secretary of State. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook.

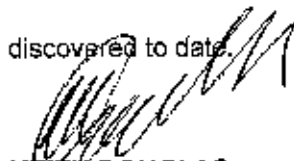
I confirm that I and the Governing Body are able to identify any material irregular or improper use of

funds by the School, or material non-compliance with the terms and conditions of funding under the

School's funding agreement and the Academies Financial Handbook.

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been

discovered to date.



**KEITH DOUGLAS**

Headteacher and Accounting Officer



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**BUSHEY ST JAMES TRUST  
STATEMENT OF TRUSTEES RESPONSIBILITIES  
FOR THE YEAR ENDED 31 AUGUST 2013**

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The Trustees (who are also Directors of Bushey St James Trust for the purposes of Company Law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charitable Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charitable Company's transactions, 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 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the Charity 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 requirement both of propriety and of good financial management. They are also responsible for ensuring grants received from the EFA/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.

So far as each Trustee is aware at the time the report is approved:

- there is no relevant information of which the auditors are unaware, and
- that the Trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Approved by order of the Trustees on 10 December 2013 signed on its behalf by:



**SAM RUSSELL**  
Chair

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## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BUSHEY ST JAMES TRUST**

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We have audited the financial statements of Bushey St James Trust for the year ended 31 August 2013 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes numbered 1 to 27.

The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and the Academies Accounts Direction 2013 issued by the Education Funding Agency.

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

### **Respective responsibilities of Trustees and auditor**

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

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Report and any other surround information to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

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**INDEPENDENT AUDITOR'S REPORT  
TO THE MEMBERS OF BUSHEY ST JAMES TRUST (CONTINUED)**

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**Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2013 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, including the Academies Accounts Direction 2013 issued by the Education Funding Agency; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Governors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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

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

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



**Guy Biggin**

Senior Statutory Auditor  
For and on behalf of  
**Crowe Clark Whitehill LLP**

Statutory Auditor  
Carrick House  
Lypiatt Road  
Cheltenham  
Gloucestershire  
GL50 2QJ

Date: 18 December 2013

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## **INDEPENDENT AUDITOR'S REPORT ON REGULARITY TO THE GOVERNING BODY OF BUSHEY ST JAMES TRUST AND THE EDUCATION FUNDING AGENCY**

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In accordance with the terms of our engagement letter dated 25 January 2012 and further to the requirements of the Education Funding Agency (EFA) as included in the Academies Accounts Direction 2013, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Bushey St James Trust during the period 1 September 2012 to 31 August 2013 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 Governing Body and the EFA. Our review work has been undertaken so that we might state to the Governing Body and the EFA those matters we are required to state to it 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 governing body and the EFA, for our review work, for this report, or for the opinion we have formed.

### **Respective responsibilities of the Governing Body and Auditor**

The accounting officer is responsible, under the requirements of Bushey St James Trust's funding agreement with the Secretary of State for Education dated 23 November 2011 and the Academies Financial Handbook, extant from 1 September 2012, 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 2013. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period 1 September 2012 to 31 August 2013 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

### **Basis of opinion**

We conducted our engagement in accordance with the Academies Accounts Direction 2013 issued by the EFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

Our engagement includes examination, on a test basis, of evidence relevant to the regularity and propriety of the academy trust's income and expenditure. The work undertaken to draw to our conclusion includes a review of the design and implementation of the Academy's internal controls and review processes on regularity, supported by detailed tests on samples of costs incurred by the academy and specific transactions identified from our review.

**INDEPENDENT AUDITOR'S REPORT ON REGULARITY TO THE GOVERNING  
BODY OF BUSHEY ST JAMES TRUST AND THE EDUCATION FUNDING AGENCY  
(CONTINUED)**

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**Opinion**

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the year 1 September 2012 to 31 August 2013 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

*Crowe Clark Whitehill LLP*

**Crowe Clark Whitehill LLP**  
Statutory Auditor  
Carrick House  
Lypiatt Road  
Cheltenham  
Gloucestershire  
GL50 2QJ

Date: *18 December 2013*

**BUSHEY ST JAMES TRUST**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
(Incorporating an Income and Expenditure Account)  
**FOR THE YEAR ENDED 31 AUGUST 2013**

	Note	Unrestricted General Fund £	Rastricted General Fund £	Restricted Fixed Asset Fund £	Total 2013 £	7 months Total 2012 £
<b>Incoming resources</b>						
<b>Incoming resources from generated funds:</b>						
• Voluntary income	3	310,544	-	32,138	342,682	13,371,469
• Non-ancillary trading income	4	64,194	-	-	64,194	37,635
• Investment income	5	4,752	-	-	4,752	744
<b>Incoming resources from charitable activities</b>						
Funding for educational operations	6	29,686	7,516,167	240,911	7,786,764	4,724,024
Other income	7	<u>422,353</u>	-	-	<u>422,353</u>	<u>187,294</u>
<b>Total incoming resources</b>		<u>831,529</u>	<u>7,516,167</u>	<u>273,049</u>	<u>8,620,745</u>	<u>18,321,166</u>
<b>Resources expended</b>						
<b>Charitable activities</b>						
Academy's educational operations	10	140,381	7,449,357	277,456	7,867,194	4,486,992
<b>Governance costs</b>	11	<u>104,166</u>	-	-	<u>104,166</u>	<u>32,760</u>
<b>Total resources expended</b>	8	<u>244,547</u>	<u>7,449,357</u>	<u>277,456</u>	<u>7,971,360</u>	<u>4,519,752</u>
<b>Net incoming / (outgoing) resources before transfers</b>		586,982	66,810	(4,407)	649,385	13,801,414
Gross transfers between funds		-	-	-	-	-
<b>Net income / (expenditure) for the year</b>		586,982	66,810	(4,407)	649,385	13,801,414
<b>Other recognised gains and losses</b>						
Brought-forward defined pension scheme liability	27	-	-	-	-	(1,468,000)
Actuarial losses on defined benefit pension schemes	27	-	<u>28,000</u>	-	<u>28,000</u>	<u>(20,000)</u>
<b>Net movement in funds</b>		<u>586,982</u>	<u>94,810</u>	<u>(4,407)</u>	<u>677,385</u>	<u>12,313,414</u>
<b>Reconciliation of funds</b>						
Total funds brought forward at 1 September 2012	18	<u>743,521</u>	<u>(1,358,140)</u>	<u>12,928,033</u>	<u>12,313,414</u>	-
<b>Total funds carried forward at 31 August 2013</b>	18	<u>1,330,503</u>	<u>(1,263,330)</u>	<u>12,923,626</u>	<u>12,990,799</u>	<u>12,313,414</u>

All of the Academy's activities derive from continuing operations during the above two financial periods. A Statement of Total Recognised Gains and Losses is not required as all gains and losses are included in the Statement of Financial Activities.

The notes on pages 23 to 38 form part of these financial statements.

**COMPANY NUMBER: 07995684**  
**BUSHEY ST JAMES TRUST**  
**BALANCE SHEET**  
**AS AT 31 AUGUST 2013**

	Note	2013 £	2013 £	2012 £	2012 £
<b>Fixed assets</b>					
Tangible assets	15		<u>13,388,728</u>		<u>13,162,991</u>
<b>Current assets</b>					
Stock		1,852			
Debtors	16	241,637		352,850	
Cash at bank and in hand		<u>1,366,301</u>		<u>818,051</u>	
		1,609,790		1,170,901	
<b>Current liabilities</b>					
Creditors: amounts falling due within one year	17	<u>(485,720)</u>		<u>(532,478)</u>	
<b>Net current assets</b>			1,124,070		638,423
<b>Total assets less current liabilities</b>			<u>14,513,798</u>		<u>13,801,414</u>
Pension scheme liability			<u>(1,523,000)</u>		<u>(1,488,000)</u>
<b>Net assets including pension liability</b>			<u>12,990,798</u>		<u>12,313,414</u>
<b>Restricted funds</b>					
Pension reserve			<u>(1,523,000)</u>		<u>(1,488,000)</u>
Fixed asset fund			12,923,626		12,928,033
Other restricted fund			<u>259,870</u>		<u>129,860</u>
<b>Total restricted funds</b>			<u>11,660,296</u>		<u>11,569,893</u>
<b>Unrestricted funds</b>					
General funds			<u>1,330,503</u>		<u>743,521</u>
<b>Total funds</b>	18		<u>12,990,798</u>		<u>12,313,414</u>

The financial statements on pages 20 to 38 were approved by the Trustees and authorised for issue on 10 December 2013 and are signed on their behalf by



**Chair of Trustees**

The notes on pages 23 – 38 form part of these financial statements

**BUSHEY ST JAMES TRUST  
CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 AUGUST 2013**

	Note	2013 £	2012 £
<b>Net cashflow from operating activities</b>	23	774,643	1,052,265
Returns on investments and servicing of finance	24	4,752	744
Capital expenditure	25	<u>(231,145)</u>	<u>(234,958)</u>
<b>Increase in cash in the period</b>		<u>548,250</u>	<u>818,051</u>
<b>Reconciliation of net cash flow to movement in net funds</b>			
Net funds at 1 September 2012		818,051	-
<b>Net funds at 31 August 2013</b>		<u>1,366,301</u>	<u>818,051</u>
<b>Analysis of changes in net funds</b>			
	<i>At 31 August 2012</i>	<b>Cash Flow</b>	<b>At 31 August 2013</b>
Cash in hand and at bank	<u>818,051</u>	<u>548,250</u>	<u>1,366,301</u>
Net funds	<u>818,051</u>	<u>548,250</u>	<u>1,366,301</u>

The notes on pages 23 – 38 form part of these financial statements



**BUSHEY ST JAMES TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2013**

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**1. ACCOUNTING POLICIES**

**Basis of Preparation**

The financial statements have been prepared under the historical cost convention in accordance with applicable United Kingdom Accounting Standards, the Charity Commission 'Statement of Recommended Practice: Accounting and Reporting by Charities' ('SORP 2005'), the Academies Accounts Direction issued by the EFA and the Companies Act 2006.

**Going Concern**

The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Company to continue as a going concern. The Trustees make this assessment in respect of a period of one year from the date of approval of the financial statements.

**Incoming Resources**

All incoming resources are recognised when the Academy Trust has entitlement to the funds, certainty of receipt and the amount can be measured with certainty.

**Grants receivable**

Grants receivable 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.

General Annual Grant is recognised in full in the year for which it is receivable and any unspent amount is reflected as a balance in the restricted general fund. Capital grants are recognised when receivable and are not deferred over the life of the asset on which they are expended. Unspent amounts of capital grant are reflected in the balance in the restricted fixed asset fund.

**Donations**

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

**Other income**

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

Interest receivable is included within the Statement of Financial Activities on a receivable basis.

**Donated Services and gifts in kind**

The value of donated services and gifts in kind provided to the Academy are recognised at their open market value in the period in which they are receivable as incoming resources, where the benefit to the Academy Trust can be reliably measured. An equivalent amount is included as expenditure

**BUSHEY ST JAMES TRUST  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2013**

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under the relevant heading in the Statement of Financial Activities, except where the gift in kind was a fixed asset in which case the amount is included in the appropriate fixed asset category and depreciated over the useful economic life in accordance with the Academy's policies.

**Resources Expended**

All expenditure is recognised in the period in which a liability is incurred and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to a particular heading they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

**Charitable activities**

These are costs incurred by the Academy Trust's educational operations.

**Governance costs**

These include the costs attributable to the Academy Trust's compliance with constitutional and statutory requirements, including audit, strategic management and Governor's meetings and reimbursed expenses.

All resources expended are inclusive of irrecoverable VAT.

**Tangible Fixed Assets**

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 the expected useful economic life. The related grants are credited to a Restricted Fixed Asset Fund in the Statement of Financial Activities and carried forward in the Balance Sheet. Depreciation on such assets is charged to the Restricted Fixed Asset Fund in the Statement of Financial Activities so as to reduce the fund over the useful economic life of the related asset on a basis consistent with the Academy Trust's depreciation policy.

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

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

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.

**Stock**

Unsold uniforms and catering stocks are valued at the lower of cost or net realisable value.

**BUSHEY ST JAMES TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2013**

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**Taxation**

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

**Teachers' Pension Scheme**

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, contracted out of the State Earnings-Related Pension Scheme ('SERPS'), and the assets are held separately from those of the Academy Trust.

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 quinquennial valuations using a prospective benefit method. As stated in Note 27, the TPS is a multi-employer scheme and the Academy Trust is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. The TPS is therefore treated as a defined contribution scheme and the contributions recognised as they are paid each year.

**Local Government Pension Scheme**

The LGPS is a funded scheme and the assets are held separately from those of the Academy Trust in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit 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 gains and losses on settlements and curtailments. They are included as part of staff costs. Past service costs are recognised immediately in the Statement of Financial Activities if the benefits have vested. If the benefits have not vested immediately, the costs are recognised over the period until vesting occurs. The expected return on assets and the interest cost are shown as a net finance amount of other finance costs or credits adjacent to interest. Actuarial gains and losses are recognised immediately in other gains and losses.

**Fund Accounting**

Unrestricted Funds are those funds which may be used towards meeting the objectives of the Charitable Company at the discretion of the Trustees.

Restricted Funds are funds which are to be used in accordance with the specific restrictions imposed by donors or which have been raised by the Charitable Company for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of restricted funds 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 funder where the asset acquired or created is held for a specific purpose.

**Recognition of Liabilities**

Liabilities are recognised when either a constructive or legal obligation exists.

**BUSHEY ST JAMES TRUST  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2013**

**2. GENERAL ANNUAL GRANT (GAG)**

Under the funding agreement with the Secretary of State the Academy Trust was subject to limits at 31 August 2013 on the amount of GAG that could be carried forward from one year to the next. An amount equal to 12% of the GAG could be carried forward, of which up to 2% could be used for general recurrent purposes, with any balance being available for premises/capital purposes.

The Academy Trust has not exceeded these limits during the year ended 31 August 2013.

**3. VOLUNTARY INCOME**

	Unrestricted Funds £	Restricted Funds £	Total 2013 £	7 months Total 2012 £
Donations	310,544	32,138	342,682	547,684
In kind support - transfer of buildings	-	-	-	12,623,765
	<u>310,544</u>	<u>32,138</u>	<u>342,682</u>	<u>13,371,469</u>

**4. ACTIVITIES FOR GENERATING FUNDS**

	Unrestricted Funds £	Restricted Funds £	Total 2013 £	7 months Total 2012 £
Hire of facilities	44,798	-	44,798	31,088
Trading income	19,396	-	19,396	6,547
	<u>64,194</u>	<u>-</u>	<u>64,194</u>	<u>37,635</u>

**5. INVESTMENT INCOME**

	Unrestricted Funds £	Restricted Funds £	Total 2013 £	7 months Total 2012 £
Bank interest	4,752	-	4,752	744
	<u>4,752</u>	<u>-</u>	<u>4,752</u>	<u>744</u>

**BUSHEY ST JAMES TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2013**

**6. FUNDING FOR THE ACADEMY TRUST'S EDUCATIONAL OPERATIONS**

	Unrestricted Funds £	Restricted Funds £	Total 2013 £	7 months Total 2012 £
<b>DfE / EFA capital grant</b>				
Other capital grants	-	188,280	188,280	212,195
Devolved Formula grant	-	52,631	52,631	3,670
<b>DfE / EFA revenue grants</b>				
General Annual Grant (GAG) (note 2)	-	6,464,595	6,464,595	3,784,414
Start up grants	-	-	-	50,000
Other DfE / EFA grants	29,686	956,871	986,557	351,906
<b>Other Government grants</b>				
School Standards Funds	-	94,701	94,701	321,839
	<u>29,686</u>	<u>7,757,078</u>	<u>7,786,764</u>	<u>4,724,024</u>

**7. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES – OTHER INCOME**

	Unrestricted Funds £	Restricted Funds £	Total 2013 £	7 months Total 2012 £
Catering income	169,097	-	169,097	82,882
School trips	121,655	-	121,655	56,607
Other non trading income	<u>131,601</u>	-	<u>131,601</u>	<u>47,805</u>
	<u>422,353</u>	<u>-</u>	<u>422,353</u>	<u>187,294</u>

**8. TOTAL RESOURCES EXPENDED**

	Staff costs £	Premises £	Other costs £	Total 2013 £	7 months Total 2012 £
<b>Academy's educational operations</b>					
Direct costs	4,737,164	277,456	833,580	5,848,200	3,313,590
Allocated support costs	703,114	-	1,315,880	2,018,994	1,213,402
Governance costs including allocated support costs	-	-	104,166	104,166	32,760
<b>Total</b>	<u>5,440,278</u>	<u>277,456</u>	<u>2,253,626</u>	<u>7,971,360</u>	<u>4,559,752</u>

**9. INCOMING / (OUTGOING) RESOURCES FOR THE YEAR INCLUDE:**

	2013 £	2012 £
Auditor's remuneration for audit services	<u>10,500</u>	<u>8,100</u>

**BUSHEY ST JAMES TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2013**

**10. ACADEMY TRUST'S EDUCATIONAL OPERATIONS**

	Unrestricted Funds £	Restricted Funds £	Total 2013 £	7 months Total 2012 £
<i><b>Direct costs</b></i>				
Teaching and educational support staff costs	-	4,737,164	4,737,164	2,686,653
Depreciation	-	277,456	277,456	111,617
Educational supplies	26,059	231,278	257,337	144,424
Educational consultancy	-	143,787	143,787	72,356
Staff development	-	46,823	46,823	31,589
Examination fees	-	121,205	121,205	72,405
Other direct costs	-	264,428	264,428	194,546
	<u>26,059</u>	<u>5,822,141</u>	<u>5,848,200</u>	<u>3,313,590</u>
<i><b>Allocated support costs</b></i>				
Support staff costs	-	703,114	703,114	389,743
Recruitment and support	-	10,913	10,913	8,435
Maintenance of premises and equipment	-	238,019	238,019	363,701
Cleaning	-	124,662	124,662	68,633
Rent & rates	-	34,898	34,898	18,942
Security and transport	-	13,294	13,294	10,600
Catering	-	278,376	278,376	109,330
School trips	114,322	-	114,322	49,470
Insurance	-	50,010	50,010	39,776
Other support costs	-	451,386	451,386	114,772
	<u>114,322</u>	<u>1,904,672</u>	<u>2,018,994</u>	<u>1,173,402</u>
	<u>140,381</u>	<u>7,726,813</u>	<u>7,867,194</u>	<u>4,486,992</u>

**11. GOVERNANCE COSTS**

	2013 £	7 months 2012 £
Legal and Professional fees	88,187	22,516
Audit fees	<u>15,979</u>	<u>10,244</u>
	<u>104,166</u>	<u>32,760</u>

**BUSHEY ST JAMES TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2013**

**12. STAFF COSTS**

	<b>2013</b>	<i>7 months</i> <b>2012</b>
	<b>£</b>	<b>£</b>
Staff costs during the period were:		
Wages and salaries	4,416,517	2,528,226
Social security costs	345,616	197,620
Pension costs	678,145	350,550
	<u>5,440,278</u>	<u>3,076,396</u>

	<b>2013</b>	<i>7 months</i> <b>2012</b>
	<b>No.</b>	<b>No.</b>
<b>Charitable Activities</b>		
Teachers	71	69
Administration and support	70	72
Management	8	6
	<u>149</u>	<u>149</u>

	<b>2013</b>	<b>2012</b>
	<b>No.</b>	<b>No.</b>
The number of employees whose emoluments fell within the following bands was:		
£60,001 - £70,000	2	2
£90,001 - £100,000	1	1

Three of the above employees participated in the Teachers' Pension Scheme. During the period ended 31 August 2013, pension contributions for these Members of staff amounted to £32,151.

Of the above employees earning more than £60,000 per annum, none (2012: none) participated in the Local Government Pension Scheme during the period ended 31 August 2013.

**BUSHEY ST JAMES TRUST  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2013**

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**13. TRUSTEES' REMUNERATION AND EXPENSES**

The Head Teachers and staff Trustees only receive remuneration in respect of services they provide undertaking the roles of the Head Teacher and staff and not in respect of their services as Trustees. Other Trustees did not receive any payments, other than expenses from the Academy Trust in respect of their role as Governor.

The Head teachers' emoluments which fell within the following bands was:

1	£90,000 - £95,000
1	£65,000 - £70,000

During the period ended 31 August 2013, travel and subsistence expenses totalling £532 (2012: £189) was reimbursed to two Governors (2012: one).

Related party transactions involving Trustees are set out in note 26.

**14. TRUSTEES' AND OFFICERS' INSURANCE**

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 business. The insurance provides cover up to £25,000,000 on any one claim. The cost for the period ended 31 August 2013 of specific Trustee and officer insurance cannot be separately distinguished from the total cost of the school's insurance.

The cost of insurance is included in total insurance costs.



**BUSHEY ST JAMES TRUST  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2013**

**15. TANGIBLE FIXED ASSETS**

	Land and Buildings £	Fixtures and Fittings £	Computer Equipment £	Motor Vehicle £	Total £
<b>Cost</b>					
At 1 September 2012	13,204,506	3,209	66,893	-	13,274,608
Additions	<u>325,253</u>	<u>20,520</u>	<u>126,283</u>	<u>32,138</u>	<u>504,194</u>
<b>At 31 August 2013</b>	<u>13,529,759</u>	<u>23,729</u>	<u>193,176</u>	<u>32,138</u>	<u>13,778,802</u>
<b>Depreciation</b>					
At 1 September 2012	111,617	-	-	-	111,617
Charged in period	<u>204,269</u>	<u>2,373</u>	<u>64,386</u>	<u>6,428</u>	<u>277,456</u>
<b>At 31 August 2013</b>	<u>315,886</u>	<u>2,373</u>	<u>64,386</u>	<u>6,428</u>	<u>389,073</u>
<b>Net book value</b>					
<b>At 31 August 2013</b>	<u>13,213,873</u>	<u>21,356</u>	<u>128,790</u>	<u>25,710</u>	<u>13,389,729</u>
At 31 August 2012	<u>13,092,889</u>	<u>3,209</u>	<u>66,893</u>	<u>-</u>	<u>13,162,991</u>

Included within Fixed Assets is recognition of the value of the land and buildings transferred to the Academy from its predecessor form as a Foundation School. The value recognised is in accordance with a formal valuation that took place on 31 August 2012, totalling £12,823,785.

**16. DEBTORS**

	2013 £	2012 £
Trade debtors	9,162	4,415
Other debtors	138,426	259,146
Prepayments	<u>94,049</u>	<u>89,289</u>
	<u>241,637</u>	<u>352,850</u>

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

	2013	2012
	£	£
Trade creditors	40,026	160,715
Taxation and social security	159,128	149,178
Accruals and deferred income	<u>286,566</u>	<u>222,585</u>
	<u>485,720</u>	<u>532,478</u>

<b>Deferred Income</b>	2013	2012
	£	£
Deferred income at 1 September 2012	86,024	-
Resources deferred in the year	111,487	86,024
Amounts released from previous years	<u>(86,024)</u>	-
Deferred income at 31 August 2013	<u>111,487</u>	<u>86,024</u>

**18. STATEMENT OF FUNDS**

	<i>Balance at 1 September 2012</i>	<b>Incoming Resources</b>	<b>Resources expended</b>	<b>Gains, Losses and Transfers</b>	<b>Balance at 31 August 2013</b>
	£	£	£	£	£
<b>Restricted General Funds</b>					
General Annual Grant (GAG)	-	6,464,595	(6,464,595)	-	-
Other EFA grants	-	683,829	(648,720)	-	35,109
Other government grants	129,860	367,743	(273,042)	-	224,561
Pension reserve	<u>(1,488,000)</u>	-	<u>(63,000)</u>	<u>28,000</u>	<u>(1,523,000)</u>
	<u>(1,358,140)</u>	<u>7,516,167</u>	<u>(7,449,357)</u>	<u>28,000</u>	<u>(1,263,330)</u>
<b>Restricted Fixed Asset Fund</b>					
Donations	12,712,168	32,138	(260,271)	-	12,484,035
DfE/EFA capital grants	212,195	188,280	(10,299)	-	390,176
Devolved formula grant	<u>3,670</u>	<u>52,631</u>	<u>(6,886)</u>	-	<u>49,415</u>
	<u>12,928,033</u>	<u>273,049</u>	<u>(277,456)</u>	-	<u>12,923,626</u>
<b>Unrestricted Funds</b>					
Unrestricted funds	<u>743,521</u>	<u>831,529</u>	<u>(244,547)</u>	-	<u>1,330,503</u>
<b>Total funds</b>	<u>12,313,414</u>	<u>8,620,745</u>	<u>(7,971,360)</u>	<u>28,000</u>	<u>12,990,799</u>

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

Restricted General Funds - EFA grants (including GAG), which must be used to meet the cost of running Bushey St James Trust. Any unexpended balance of these grants beyond the stipulated thresholds must be surrendered to the EFA at 31 August 2013.

Restricted Other Funds - represents donations and fundraising income generated by the School, which is for restricted use as stipulated by the donor.

Unrestricted Funds - represents income generated by the School (such as lettings and hire of facilities) and any other donations or investment income, which is not restricted for any specific purpose and can be spent as determined by the Governing Body.

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

Fund balances at 31 August 2013 are represented by:

	Unrestricted Fund £	Restricted General Fund £	Restricted Fixed Asset Funds £	Total Funds £
Tangible fixed assets	487,973	-	12,923,626	13,411,599
Current assets	842,530	767,260	-	1,609,790
Current liabilities	-	(507,590)	-	(507,590)
Pension scheme liability	-	(1,523,000)	-	(1,523,000)
<b>Total net assets</b>	<u>1,330,503</u>	<u>(1,263,330)</u>	<u>12,923,626</u>	<u>12,990,799</u>

**20. CAPITAL COMMITMENTS**

At 31 August 2013 there were contracted capital commitments of £Nil (2012: £168,152).

**21. CONTINGENT LIABILITIES**

During the period of the Funding Agreement, in the event of the sale or disposal by other means of any asset for which a government capital grant was received, the Academy is required either to reinvest the proceeds or to repay to the Secretary of State the same proportion of the proceeds of the sale or disposal as equates with the proportion of the original cost met by the Secretary of State.

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**21. CONTINGENT LIABILITIES (CONTINUED)**

Upon termination of the Funding Agreement, whether as a result of the Secretary of State or the Academy serving notice, the Academy shall repay to the Secretary of State sums determined by reference to:-

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

**22. MEMBERS' LIABILITIES**

Every member of the Charitable Company undertakes such amount as may be required (such amount not exceeding £10) to the assets of the Company in the event of it being wound up while he or she is a member or within one period after he or she ceases to be a member, for the payment of the Trust's debts and liabilities before he or she ceases to be a member and of the costs, charges and expenses of winding up and for the adjustment of the rights of contributions amongst themselves.

**23. RECONCILIATION OF NET INCOME TO NET CASH INFLOW FROM OPERATING ACTIVITIES**

	2013 £	2012 £
Net income	649,385	13,801,414
Non Cash Movements		
Capital Assets Transferred from Existing School	-	(12,823,785)
Depreciation (note 15)	277,456	111,617
Bank Interest (note 5)	(4,752)	(744)
Capital Grants	(273,049)	(215,865)
FRS 17 pension cost less contributions payable (note 27)	9,000	6,000
FRS 17 pension finance income (note 27)	54,000	34,000
Decrease/(increase) in debtors	111,213	(352,850)
(Decrease)/increase in creditors	(46,758)	492,478
(Increase) in stocks	(1,852)	-
<b>Net Cash Inflow From Operating Activities</b>	<u><b>774,643</b></u>	<u><b>1,052,265</b></u>

**24. RETURNS ON INVESTMENT AND SERVICING OF FINANCE**

	2013 £	2012 £
Interest received	<u><b>4,752</b></u>	<u><b>744</b></u>
<b>Net cash inflow from returns on investment and servicing of finance</b>	<u><b>4,752</b></u>	<u><b>744</b></u>

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**25. CAPITAL EXPENDITURE**

	2013 £	2012 £
Purchase of tangible fixed assets	(504,194)	(450,823)
Capital grants received	<u>273,049</u>	<u>215,865</u>
<b>Net cash outflow from capital expenditure</b>	<b><u>(231,145)</u></b>	<b><u>(234,958)</u></b>

**26. RELATED PARTY TRANSACTIONS**

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

**27. PENSIONS AND SIMILAR OBLIGATIONS**

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

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest actuarial valuation of the TPS was March 2004 and the LGPS, 31 March 2010.

**Teachers' Pension Scheme**

The Academy Trust participates in the Teachers' Pension Scheme (England and Wales) ("the TPS"), for its teaching staff. This is a multi-employer defined benefits pension scheme and it is not possible or appropriate to consistently identify the liabilities of the TPS which are attributable to the Academy Trust. As required by FRS17 "Retirement Benefits", the Academy Trust accounts for this scheme as if it were a defined contribution scheme.

On 4 July 2012 the Chief Secretary to the Treasury confirmed that the Government will be taking forward legislation based on the reformed scheme design for the Teachers' Pension Scheme to be introduced in 2015 as set out in the Teachers' Pension Scheme – Proposed Final Agreement ("the TPS Agreement"). The TPS Agreement sets out the main parameters for both the provision of future pension benefits and the structuring of the future contributions to the TPS including the basis for increasing average employee contribution rates up to 2015.

Under the TPS Agreement, employer contribution rates from 1 April 2012 are continuing at 14.1% with employee rates varying between 6.4% and 8.8%. For subsequent years data and information is being collated to inform a Government review of the tiering structures in advance of the Department for Education consulting on contribution increases for 2013/14 onwards.

The Government have set a gross cost ceiling for the main public service pension schemes of 21.7% with a net cost ceiling of 12.1% and an average employee contribution of 9.6%.

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**27. PENSIONS AND SIMILAR OBLIGATIONS (CONTINUED)**

The Government Actuary's Department has in a report dated 9 March 2012 concluded that the TPS Agreement scheme design is within this required cost ceiling. This conclusion is dependent on and sensitive to the data, methodology and assumptions adopted and further details on these are available in the full Government Actuary's report which is available on the Department for Education website.

The pension charge for the period includes contributions payable to the TPS of £410,499. (2012: £249,819). At the period-end £nil; (2012: £nil) was accrued in respect of contributions to this scheme.

The pension charge for the period includes contributions payable to the LGPS of £185,787. (2012: £119,375) At the period-end £nil (2012: £nil) was accrued in respect of contributions to this scheme.

**Local Government Pension Scheme**

The LGPS is a funded defined-benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the period ended 31 August 2013 was £262,000, (2012: £149,000) of which employer's contributions totalled £203,000 (2012: £115,000) and employees' contributions totalled £59,000 (2012: £34,000). The agreed contribution rates for future years are 20.6 per cent for employers with a deficit contribution of £nil per annum and from 5.5 to 7.5 per cent for employees depending on salary.

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

**Principal actuarial assumptions**

	<b>At 31 August 2013</b>	<i>At 31 August 2012</i>
Rate of increase in salaries	5.1%	4.5%
Rate of increase of pensions in payment / inflation	2.8%	2.2%
Discount rate for scheme liabilities	4.6%	4.1%
Expected return on scheme assets at 31 August	5.9%	4.9%

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

	<b>At 31 August 2013</b>	<i>At 31 August 2012</i>
Retiring today – males	21.0	21.0
Retiring today – females	23.8	23.8
Retiring in 20 years – males	22.9	22.9
Retiring in 20 years – females	25.7	25.7

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**27. PENSIONS AND SIMILAR OBLIGATIONS (CONTINUED)**

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

	<b>Expected return at 31 August 2013</b>	<b>Fair value at 31 August 2013</b>	<b>Expected return at 31 August 2012</b>	<b>Fair value at 31 August 2012</b>
				£'000
Equities	6.6%	861	5.6%	535
Government bonds	3.9%	209	3.4%	147
Property	4.7%	58	3.7%	46
Cash	3.6%	35	2.8%	46
<b>Total market value of assets</b>		<u>1,163</u>		<u>774</u>
Present value of scheme liabilities		<u>(2,686)</u>		<u>(2,262)</u>
<b>Deficit in the scheme</b>		<u>(1,523)</u>		<u>(1,488)</u>

To develop the expected long term rate of return on assets assumption, the employer considered the current level of expected returns on risk free investments (primarily government bonds), the historical level of the risk premium associated with the other asset classes in which the portfolio is invested and the expectations for the future returns of each asset class. The expected return of each asset class was then weighted based on the asset allocation to develop the expected long term rate of return on assets assumption for the portfolio. This resulted in the selection of the above assumptions.

The actual return on scheme assets was £126,000 (2012: £28,000).

**The amounts included within the Statement of Financial Activities would be as follows:**

	<b>2013 £'000</b>	<b>2012 £'000</b>
Current service cost	212	121
Past service gain	—	—
<b>Total operating charge</b>	<u>212</u>	<u>121</u>

**Analysis of pension finance income / (costs)**

Expected return on scheme assets	44	20
Interest on pension liabilities	<u>(98)</u>	<u>(54)</u>
<b>Pension finance income / (costs)</b>	<u>(54)</u>	<u>(34)</u>

The actuarial gains and losses for the current period £35,000 loss (2012: £20,000 gain) are recognised in the Statement of Financial Activities. The cumulative amount of gains and losses recognised in the Statement of Financial Activities since the adoption of FRS 17 is a £48,000 loss (2012: £20,000 gain).

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**27. PENSIONS AND SIMILAR OBLIGATIONS (CONTINUED)**

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

	2013 £'000	2012 £'000
<b>At 1 September 2012</b>	<b>2,262</b>	<b>2,066</b>
Current service cost	212	121
Interest cost	98	54
Employee contributions	59	34
Actuarial loss / (gain)	<u>55</u>	<u>(13)</u>
<b>At 31 August 2013</b>	<b><u>2,686</u></b>	<b><u>2,262</u></b>

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

	2013 £'000	2012 £'000
<b>At 1 September 2012</b>	<b>774</b>	<b>596</b>
Expected return on assets	44	20
Actuarial gain	83	7
Employer contributions	203	115
Employee contributions	<u>59</u>	<u>34</u>
<b>At 31 August 2013</b>	<b><u>1,163</u></b>	<b><u>774</u></b>

As described above 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 period. 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.