

Registration number: 07989226

Braunton School and Community College Academy Trust

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 August 2019

Thompson Jenner LLP
1 Colleton Crescent
Exeter
Devon
EX2 4DG

Braunton School and Community College Academy Trust

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Braunton School and Community College Academy Trust

Reference and Administrative Details

Members	Mr B Eason Mr M Cammack Mr D Sanders Mr N Tanton Mr M Juby (appointed 21 September 2018)
Trustees (Directors)	Mr M Juby, Chair Ms P Beevers Mr B Eason Mr D Hartnoll Mr D Liversedge Ms M Robinson Mr N Tanton Mr A Clee Mr D Sanders Ms T Elliott Mr A Milton Ms P Stevens (resigned 1 November 2019) Mr M Cammack
Company Secretary	Ms F Johnson
Principal	Mr M Cammack
Senior Management Team	Mr M Cammack, Headteacher Mrs M Frost, Deputy Head Mr G Brock, Assistant Head Mr R Horton, Assistant Head Ms S Piper, Finance Manager Mr D Ludley, Estate Manager Ms F Johnson, HR/Admin Systems Manager
Principal and Registered Office	Barton Lane Braunton Devon EX33 2BP
Company Registration Number	07989226

Braunton School and Community College Academy Trust

Reference and Administrative Details (continued)

Auditors Thompson Jenner LLP
1 Colleton Crescent
Exeter
Devon
EX2 4DG

Bankers Lloyds TSB
17 Cross Street
Barnstaple
Devon
EX31 1BE

Solicitors Foot Anstey
Senate Court
Southernhay Gardens
Exeter
Devon
EX1 1NT

Braunton School and Community College Academy Trust

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

The Trustees present their annual report together with the financial statements and auditor's report of the charitable company for the period from 1st September 2018 to 31st August 2019. The annual report serves the purposes of both a Trustees' report, and a Directors' report under company law.

The Trust operates an Academy for pupils aged 11 to 16 serving a catchment area in North Devon. It has a pupil capacity of 750 and had a roll of 735 in the school census on 3rd October 2019.

Structure, governance and management

Constitution

The Academy Trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the Academy Trust. The Trustees of Braunton School and Community College Academy Trust are also the Directors of the charitable company for the purposes of company law. The charitable company is known as Braunton Academy.

Details of the Trustees who served during the year, and to the date these accounts are approved are included in the Reference and Administrative Details on page 1.

Members' liability

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

Trustees' indemnities

The Academy Trust through its Articles has indemnified its Trustees to the fullest extent permissible by law. During the period the Academy Trust also purchased and maintained liability insurance for its Trustees.

Method of recruitment and appointment or election of Trustees

The Academy's Governing Body comprises the Principal, 5 Parent Governors, up to 5 Staff Governors (providing that the total number of Governors, including the Principal, who are employees of the Academy Trust, does not exceed one third of the total number of Governors) and up to 5 Community Governors.

The Academy Trust shall have the following Governors as set out in its Articles of Association and funding agreement:

- up to 14 Governors in total (5 of whom are Trust members).
- up to 5 Parent Governors who are elected by Parents of registered pupils at the Academy.
- up to 4 staff Governors appointed by Staff of the Academy (one of which is the Principal).
- up to 5 Community Governors who are appointed by the Governing Body.

Governors are appointed for a four year period, except that this time limit does not apply to the Principal or Members of the Board of Trust. Subject to remaining eligible to be a particular type of Governor, any Governor can be re-appointed or re-elected.

When appointing new Community Governors, the Board will give consideration to the skills and experience mix of existing Governors in order to ensure that the Board has the necessary skills to contribute fully to the Academy's development. Staff and Parent Governors are recruited through an election process (see above).

Braunton School and Community College Academy Trust

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

Policies and procedure, including Safeguarding protocols adopted for the induction and training of Trustees

The training and induction provided for new Governors will depend upon their existing experience but would always include a tour of the Academy and a chance to meet staff and pupils. All Governors are provided with copies of policies, procedures, minutes, accounts, budgets, plans and other documents that they will need to undertake their role as Governors. As there are normally only two or three new Governors a year, induction tends to be done informally and is tailored specifically to the individual. Advantage is taken of specific courses offered by the Local Authority and other bodies.

1. All new governors are required to attend New Governor Training through LDP Governor Support.
2. All new governors are required to attend a full round of Portfolio and Full Governing Body meetings to familiarise themselves with the procedures of the Governing Body.
3. All new Governors receive a comprehensive Induction pack of past minutes and further appropriate information to enable them to become effective governors.
4. All new governors are subject to process of Enhanced DBS checks and GDPR awareness training.

Organisational structure

The Full Governing Body meets twice each term. The Board establishes an overall framework for the governance of the Academy and determines membership, terms of reference and procedures of Portfolio groups. It receives reports including policies from its Portfolio Groups for ratification. It monitors the activities of the Portfolio Groups through the reports of their meetings. The Board may from time to time establish Working Groups to perform specific tasks over a limited timescale.

The Portfolio Groups include:

- o Finance, and Estate, including security and health and safety matters.
- o Leadership & Management, including Staff resourcing.
- o Student Progress, Teaching, Learning, Assessment & Outcomes
- o Student Behaviour/Safeguarding,

These Groups meet twice per term to monitor, evaluate and review Academy policy, practice and performance in relation to curriculum planning, communications, target setting and assessment and all pastoral issues.

The following decisions are reserved to the Board of Governors; to consider any proposals for changes to the status of constitution of the Academy and its governing body portfolio structure, to appoint or remove the Chairman and/or Vice Chairman, to appoint the Principal and Company Secretary, to approve the capital expenditure plan, school improvement plan and budget.

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

The Trustees and Board of Governors have devolved responsibility for day to day management of the Academy to the Principal and Senior Leadership Team (SLT). The SLT comprises the Principal, Deputy Head teacher, and Assistant Head teachers and includes the Estate Manager, Finance Manager and the H.R./Admin Systems Manager. The SLT implement the policies laid down by the Governors and report back to them on performance.

The Academy has a leadership structure which consists of the Governors and the Senior Leadership Team. The aim of the leadership structure is to devolve responsibility and encourage involvement in decision making at all levels. The Principal is the Accounting Officer.

Arrangements for setting pay and remuneration of key management personnel

The Academy uses the Teachers' Pay and Conditions Book when setting pay for all staff. The Academy uses 'BlueSky' to record CPD training, and Lesson Observations for teachers. Staff are subject to regular review and

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

the Senior Leader responsible liaises with the Head of Department, who line manages the teacher. The Academy works with the School Pay Policy in determining whether a member of staff has met their targets and had successful lesson observations, before pay decisions are made.

The Leadership and Management Portfolio Group of the Governing Body have delegated powers to agree and ratify pay decisions for staff, following discussions and recommendations by the Senior Leadership Team and evidence to support these recommendations.

The Principal's, Headteacher Performance Management (HTPM) / Pay review is undertaken by the Leadership and Management Portfolio Group in conjunction with the School Improvement Partner annually.

Trade union facility time

Under the provisions of the Trade Union (Faculty Time Publication Requirements) Regulations 2017, Braunton Academy can confirm the following in respect to Schedule 2 of the Regulations

Relevant union officials

Number of employees who were relevant union officials during the relevant period	Full-time equivalent employee number
Nil	Nil

Percentage of time spent on facility time

Percentage of time	Number of employees
0%	Nil
1% to 50%	Nil
51% to 99%	Nil
100%	Nil

Percentage of pay bill spend on facility time

Total cost of facility time	Nil
Total pay bill	Nil
Percentage of the total pay bill spend on facility time	Nil

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours	Nil
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Related Parties and other Connected Charities and Organisations

The Academy has always maintained strong collaborative links with its five partner primary schools, which form the Local Learning Community; this mutually supportive relationship has recently (September 2019) been further strengthened by all coming together under a newly formed co-operative Trust, called the 'Braunton Learning Community Trust'. The establishment of a more formal partnership will, it is anticipated, further engage and commit all schools into supporting transition and other learning partnership initiatives for the benefit of the students and their parent/carers within the group.

Braunton School and Community College Academy Trust

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

In addition, Braunton Academy has close informal partnerships with local Colleges, secondary schools, special schools and behavioural support units in the North Devon Area. More formal relationships are undertaken with the other North Devon secondary school through The North Devon Academic Board (NORDAB). The Academy also works closely with the Dartmoor Teaching School Alliance (DTSA), the North Devon Teaching School Alliance (NDTSA), and the PiXL organisation, a nationwide group of schools working together to raise attainment across the curriculum. None of these partnerships or collaborations can either control or significantly influence the decisions and operations of Braunton Academy Trust.

There is a Parent Teacher Association called the 'Braunton Academy Parent Partnership' which raises funds for the sole benefit of Braunton Academy.

Objectives and activities

Objectives and aims

The principle objective and activity of Braunton Academy is to advance, for the public benefit, education in the United Kingdom, in particular by establishing, maintaining, managing and developing a school that offers a broad range of curriculum for students of different abilities in the 11-16 age range.

The principle objective and activity of the Charitable Company is the operation of Braunton Academy to provide free education and care for students of different abilities between the ages of 11 and 16.

Braunton Academy's vision for all is clearly shared in the Academy Prospectus, stating:

"By the time our students are ready to leave us, we want them all to reach their full academic potential and to be successful independent learners who can look forward to enjoy a fulfilling, prosperous and healthy life. In addition, we want our young people to play an active part in making our world a more peaceful, equitable and sustainable place.

Braunton Academy is committed to providing high quality, innovative learning experiences through an exciting and innovative curriculum."

The strap-line for Braunton Academy is 'Aspire & Achieve': encouraging each student to realise his or her full academic, creative and physical potential and to develop positive social and moral values. The Academy is a community in which all young people can flourish supported by outstanding, well-trained staff and some well informed and fully engaged parents.

The specific aims of Braunton Academy during the period ended 31 August 2019 are summarised below:

- to continue to raise the standard of educational attainment and achievement of all students;
- to provide a broad and balanced curriculum, including a good range of extra-curricular activities before and after core school time;
- to develop students as effective, independent life-long learners;
- to continue to develop all of the staff so they can deliver the best learning experiences to our students in a safe and pleasant learning environment;
- to develop the Academy site, its resources and facilities, so that it enables students to achieve their full potential;
- to ensure that every student enjoys the same high quality education in terms of resourcing, tuition and care;
- to improve the effectiveness of the Academy by keeping the curriculum and organisational structure under continual review;
- to ensure best value for the funds expended;
- to develop greater coherence, clarity and effectiveness in school systems;
- to comply with all appropriate statutory safeguarding, health and safety and curriculum requirements;
- to maintain close links with the local community and local businesses;

Braunton School and Community College Academy Trust

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

- to continue to develop strong and reciprocal national and international, school links;
- to develop the Academy's capacity to lead and manage change, and
- to conduct the Academy's business in accordance with the highest standards of integrity, probity and openness.

Objectives, strategies and activities

Detailed strategies for the year are contained in the Academy Development Plan 2019-20: which is available from the Academy website. Improvement focuses identified for this year included:

- Continued development of systems for tracking, monitoring student attainment and targeted intervention strategies to support underperforming students and student premium cohorts, which include 4Matrix.
- Development of the quality of teaching and learning through an innovative training programme and paired lesson observations to share best practice with the wider staff.
- Continuing to develop leadership capacity and quality at all levels in the organisation through engagement in externally provided programmes, internships and coaching.
- Developing our whole Academy CPD, performance management and strategic leadership through the use of 'BlueSky'.
- Continuing the development of a series of school site improvement bids for submission in 2018-19 through David Wilson Partnership who are local experts with a strong track record.
- Develop independent learning by working with staff, parents and students to embed the new Independent Learning Programme/Period and Home Learning policy and change the way home learning can be delivered and facilitated.
- Develop strategic governance through training, seeking best practice in other schools and the continued development of our portfolio model.
- To continue to market the Academy as 'the school of first choice' (including those who have traditionally considered the independent sector) for children in the wider Braunton catchment area, and beyond.
- To continue to be an 'inside-outward' looking school – prepared to embrace the widest and most effective styles of teaching and learning, whilst maintaining and developing educational practices recognised to be specifically appropriate for our students and their community. This will be achieved through training and sharing of good practice with colleagues, other outstanding schools and practitioners.
- To consider and engage with the newly emerging structures of school partnerships (in particular the development of Teaching School Alliances).
- As a rural school in a relatively remote area of the country, the Academy will target renewed International Schools Accredited status and continue with its enhanced programme of international visits and work, opening students' eyes and minds to the global nature of the world they are entering as young adults.
- Aspire to being an 'Outstanding' school.

Public benefit

The Academy provides educational services to all children in the local area. The Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the public benefit guidance provided by the Charity Commission.

Braunton Academy aims to advance, for the public benefit, education in Braunton and the surrounding area. As an Academy, the school has a duty to engage with and support other schools, which takes place through the various vehicles of the BLC Trust, NORDAB, DTSA and NDTSA, and PiXL. We support schools through sharing experiences, advice and providing support and guidance from the Academy's fully qualified staff and the occasional provision of outreach work. The Academy offers the use of its specialist facilities to enhance the learning opportunities for all its partner Primary Schools.

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

Strategic Report

Achievements and performance

Exam results 2019 (August 2019 unvalidated)

Standard Pass in English & Maths (9-4)	68%
Strong Pass in English & Maths (9-5)	31%
Progress 8 Score	-0.37
Attainment 8 Score	46.53
Entered for EBACC	36.09%
Achieving EBACC	17.29%

Other outcomes from Braunton Academy during 2018/19

- With the 'little extra funding' received from the ESFA, this enabled the school to instruct the following key capital expenditure during the year,
 - Improved school security
 - New suite of Computers
 - Improvements to Student reception
 - Installation of a new boiler
- Braunton Academy had the 3rd highest attendance of 96.45% students within Devon on for the third consecutive year.

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

Key performance indicators

The main financial performance indicator is the level of reserves held at the Balance Sheet date, is in line with the Academy's Reserve Policy. The total funds held as at the 31st August 2019 was £6,972k, of which £408k is unrestricted reserves, against a recommended free reserve balance of £300k.

	Target	Actual
GAG carry forward		£183k
Total unrestricted funds balance	£300k	£408k
Student to teacher ratio	17.7 to 1	21 to 1
Teaching to non-teaching staff ratio	1 : 1	1 : 0.85
Student Attendance	95%	96.45%
Total income per student	n/a	£5,586
Total GAG per student	n/a	£4,687
Staff costs per student	n/a	£4,170
Total learning resources costs per student	n/a	£283
LGPS deficit per student	n/a	£3,893
LGPS deficit per non-teaching staff members	n/a	£50,890
Cash balances at year end	n/a	£870k
Net assets at year-end incl. pension liability	n/a	£6,972k

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

The General Annual Grant carry forward balance as at the 31st August 2019 was £183k which represented 5.4 % of GAG income. The carried forward balance is in line with the Funding Agreement held with the ESFA which restricts the carry forward to 12%.

As funding for the Academy is based on the number of students on roll, it is a key performance indicator. The Academy has seen the number of students significantly increasing, with KS3 at full capacity and with the known 'bulge' of students coming through from the Academy's feeder school, the school will be at full capacity by September 2020.

Another key financial performance indicator is staffing costs as a percentage of GAG. For the financial year 2018/19 this is 89%.

During the year ended 31 August 2019, the income for the Academy was £4,016k. The majority of the Academy's incoming resources was 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 2019 and the associated expenditure are shown as Restricted Funds in the Statement of Financial Activities.

Fixed Assets from the ESFA is 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's accounting policies.

During the year ended 31 August 2019, the expenditure of the Academy was £4,165k which was predominately covered by recurrent grant from the DFE, together with other incoming resources.

At 31st August 2019 the net book value of Fixed Assets was £8,989k and movements in tangible fixed assets are shown in note 11 to the financial statements. The assets were used exclusively for providing education and associated support services to the students of the Academy.

The Land, buildings and other assets were transferred to the Academy upon conversion. Land and buildings were professionally valued on the 1st April 2012 at £7,150,000. Other assets have been included in the financial statements at a best estimate, taking into account purchase price and remaining useful lives.

The Academy has taken on the Pension Scheme Liability in the Local Government Pension Scheme in respect of its support staff transferred at conversion. As at 31st August 2019 the liability increased by £746k to £2,799k.

During the Financial year ending 31st August 2019 the following financial policies were reviewed and updated.

- Scheme of Financial Delegation – written scheme of delegation of the Governors financial powers and duties to its Finance Portfolio Group, Principal, Finance Manager
- Finance Policy – which outlines the framework for financial management, including financial responsibilities of the Governing Body, Principal, Senior Leadership Team, Budget holders and other staff, as well as delegated authority spending.
- Lettings Policy – sets out the procedures and processes for external organisations hiring the school's facilities.
- LGPS & Discretionary Policy – A Policy Statement in relation to the exercising of a number of Discretions under the LGPS.

Reserves policy

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

Braunton School and Community College Academy Trust

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

The Governors have determined that the appropriate level of free cash reserves should be approximately £300,000. 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.

At 31st August 2019 the Academy had £408k of unrestricted free reserves and also £183k of restricted General Annual Grant which is available to spend on Educational activities. Other restricted reserves are detailed in note 15 to the financial statements.

Investment policy

All funds surplus to immediate requirements are invested to optimal effect. Where cash flows allows, sums may be invested on deposits for extended periods.

Governors are committed to ensuring that all funds under the control are managed in such a way as to maximise return whilst minimising risk.

Principal risks and uncertainties

The principle risks and uncertainties facing the Academy are as follows:

Financial – the Academy has considerable reliance on continued Government funding through the ESFA. In the last year £3,507k (87.23%) of the Academy's incoming resources were ultimately Government funded and whilst this level is expected to continue, there is no assurance that Government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms.

Failure in governance and/or management – the risk in this area arises from potential failure to effectively manage the Academy's finances, internal controls, compliance with regulations and legislation, statutory returns, etc. The Governors continue to review and ensure that appropriate measures are in place to mitigate these risks.

Reputational – the continuing success of the Academy is dependent on continuing to attract students in sufficient numbers by maintaining the highest educational standards. To mitigate this risk, Governors ensure that student success and achievement are closely monitored and reviewed. In addition a positive Academy marketing strategy has been developed to maximise intake with KS3 now at PAN or above, with a 'waiting list'.

Safeguarding and child protection – the Governors continue to ensure that the highest standards are maintained in the areas of selection and monitoring of staff, the operation of Safeguarding/ Child Protection policies and procedures, health & safety and discipline.

Staffing – the success of the Academy is reliant on the quality of its staff and the Governors monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning.

Fraud and mismanagement of funds – The Academy has appointed an Internal Auditor to carry out checks on financial systems and records as required by the Academy Financial Handbook. All finance staff receive training to keep them up to date with financial practice requirements and develop their skills in this area.

With the proposed changes in the funding formula, with the minimum funding of £5,000 per pupil being proposed from 1st September 2020, this will favour Braunton Academy. As this additional income will help support the ever-increasing employment and premises costs and the continued increase in the number of students on roll, especially with lagged funding. Therefore the Academy will continue to retain slightly higher than recommended reserves to support the school during this period of growth.