

Company Registration No. 09362801 (England and Wales)

ESHER CHURCH SCHOOL
(A COMPANY LIMITED BY GUARANTEE)

GOVERNORS' STRATEGIC REPORT AND AUDITED ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2016

ESHER CHURCH SCHOOL

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ESHER CHURCH SCHOOL

REFERENCE AND ADMINISTRATIVE DETAILS

Governors

S Mohamed (Chair)
C Bell (Accounting officer)
Revd Dr S Collier
A de la Touche
B Holmes
S McMurray (Resigned 9 July 2016)
J Chapman (Resigned 11 January 2016)
C O'Brien
C Skingle
R Smith (Resigned 11 April 2016)
T Robinson Smith
P Stanfield
C Steeds
H Vernon
E Morris (Appointed 11 May 2016)
G Harper (Appointed 11 May 2016)
M Hall (Appointed 10 July 2016)
R Webb (Appointed 10 July 2016)
P Ferreira- Lay (Appointed 29 June 2016)

Members

The Guildford Diocese Educational Trust
A De La Touche
The Incumbent of Esher, Christ Church
S Mohamed
C O'Brien

Senior leadership team

| | |
|-----------------|---|
| C Bell | - Head Teacher |
| M White | - Deputy Headteacher |
| Helen Vernon | - Chief Financial Officer |
| Tracy Tomb | - Foundation Stage |
| Vic Cotter | - KS1 |
| Elaine Brindley | - Lower KS2 |
| Carol Skingle | - Upper KS2 |
| Simon Botham | - Strategic Leader for Christian Distictiveness |
| Pam Bal | - SENCO |

Company registration number

09362801 (England and Wales)

Registered office

Esher Church School
Milbourne Lane
Esher
Surrey
KT10 9DU
UK

ESHER CHURCH SCHOOL

REFERENCE AND ADMINISTRATIVE DETAILS

Independent auditor

Wilkins Kennedy LLP
Greytown House
221-227 High Street
Orpington
BR6 ONZ

Solicitors

Surrey Legal Services
County Hall
Penrhyn Road
Kingston Upon Thames
Surrey
KT1 2DN

ESHER CHURCH SCHOOL

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2016

The governors present their annual report together with the accounts and independent auditor's report of the charitable company for the period 1 September 2015 to 31 August 2016. 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 4 to 11 and is a Church of England school serving the local community and the four local parishes of Christ Church Esher, Holy Trinity Claygate, All Saints Weston and St Christopher's Hinchley Wood. It has a pupil capacity of 420 and had a roll of 411 in the school census on 6 October 2016.

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 governors are the trustees of Esher Church School and are also the directors of the charitable company for the purposes of company law. Details of the governors who served during the year are included in the Reference and Administrative Details on page 1.

Esher Church School was incorporated on 19 December 2014 and obtained Academy status from 1 February 2015.

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.

Method of recruitment and appointment or election of governors

The members of the Academy Trust shall comprise the signatories to the Memorandum, the Chairman of the Governors, the vice-chairman of the Governors and any person appointed under Article 16.

The number of Governors shall be not less than 3 and not more than 16. The first Governors shall be those named in the initial Memorandum. The Academy Trust shall have the following Governors; no fewer than 7 and no more than 9 Governors appointed under Article 50, 2 Parent Governors appointed under Articles 53 to 58, 2 Staff Governors, appointed under Article 50A, and the Principal. The Academy may also have up to 2 Co-opted Governors, a person who is appointed to be a Governor by being co-opted by Governors who have not themselves been so appointed. The Governors may not co-opt an employee of the Academy Trust as a Co-opted Governor if the number of Governors who are employed by the Academy Trust would thereby exceed one third of the total number of Governors (including the Principal). The Academy Trust currently has two Co Vice-Chairmen.

Each of the persons entitled to appoint members above shall have the right, from time to time by written notice delivered to the Office, to remove any Member appointed by them and to appoint a replacement member to fill a vacancy whether resulting from such removal or otherwise.

The term of office for any Governor shall be 4 periods, save that; this time limit shall not apply to the Principal or to the Incumbent; a Staff Governor shall only hold office for so long as he continues to be employed by the Academy Trust. Subject to remaining eligible to be a particular type of Governor, any Governor may be re-appointed or re-elected.

Policies and procedures adopted for the induction and training of governors

During the period under review the Governors held 4 full governor body meetings. Induction for new Governors takes place per the school's documented induction process for new governors and is tailored to their individual experience and roles as appropriate. There were two new governor appointments this period, who each received the support specified.

ESHER CHURCH SCHOOL

GOVERNORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2016

Organisational structure

The structure of the school consists of three levels: the Governors, Leadership Team and Middle Leaders, who include subject leaders. The aim of the management structure is to devolve responsibility, maintain clear roles and processes and enable effective monitoring.

The Governors are responsible for setting and monitoring the strategic aims of the school and help to formulate and review the School Improvement Plan. The Governors agree the annual budget and monitor its implementation, are responsible for the recruitment and selection of senior staff and in addition look after the premises. The Governors also agree, maintain and communicate the framework of policies under which the school operates.

The Leadership Team encompasses the Headteacher, Deputy Headteacher, Business Manager, SENCo, Strategic Leader for Christian Distinctiveness and Key Stage Leaders. These leaders manage the day to day running of the school and implement the policies laid down by the Governors and report back to them. As a group, the Leadership Team are responsible for the authorisation of spending within agreed budgets and the appointment of staff, although the appointment of senior staff will involve Governors.

Arrangements for setting pay and remuneration of key management personnel

Pay and Remuneration of our Senior Leadership Team is settled in accordance with our Pay and Appraisal policies and is part of an annual performance management cycle. Both the Teachers' Standards and The National Standards of Excellence for Headteachers inform the process. Annual appraisal objectives are set in accordance with our school priorities, outlined in our School Improvement Plan, together with continuous professional development considerations. The process is managed by a sub-group of the governing body supported by an external advisor and pay decisions are recommended to the school's Pay Committee for approval.

Related parties and other connected charities and organisations

Esher Church School is part of the Esher, Cobham and Molesey Cluster Group, a working group of local schools which shares training and expertise. The group comprises primary schools from these areas and Esher High School.

Objectives and activities

Objects and aims

Esher Church School is a mixed 4 to 11 primary school. Esher Church School provides a distinctly Christian environment in which each child is motivated to acquire skills for life, and to develop a moral code to foster a sense of care and responsibility for oneself and others. We ask all children, parents, carers and staff to respect this ethos and its importance to the whole school community. Whilst we are a Church of England school, we welcome children of other faiths and denominations, we aim to nurture children in their Christian faith, encourage those of other faiths and challenge those of no faith.

We are committed to working together with our children, parents, carers, local churches and other partners to improve the quality of learning and teaching and the breadth and depth of the curriculum we offer. The school's approach to teaching and learning is underpinned by our school's aims and values. Through effective teaching, the school achieves its aims of:

- Fostering a strong Christian ethos that guides all we do
- Enabling all our children to be the best they can be
- Being creative and innovative
- Being inclusive

ESHER CHURCH SCHOOL

GOVERNORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2016

Objectives, strategies and activities

The main objective of the school is always to aim for the very best for the children and to offer them a stimulating and supportive learning environment where their talents and gifts are nurtured and developed within a strong Christian ethos.

The main priorities of the school during the period ended 31 August 2016, as set out in its 2015/2016 School Improvement Plan were to:

- Raise attainment across the curriculum by introducing dyslexia friendly classrooms to support children with dyslexia and dyslexic tendencies
- Raise attainment in SPAG with a focus on improving the spelling of children throughout the school
- Accelerate progress of disadvantaged children and those with special educational needs
- Roll out the new system of assessing without levels
- Implement the new school curriculum, ensuring that the needs of all pupils are met primarily through Quality First Teaching
- Eliminate low level disruption in class
- Introduce positive play strategies
- Reduce staff absences by focusing on staff wellbeing
- Continue to raise the profile of the academy
- Develop leadership capacity within the school
- Continue to improve the learning environment
- Develop the role of the Strategic Leader for Christian Distinctiveness

Public benefit

The Governors confirm that they have complied with their duty to have due regard to the guidance on public benefit issued by the Charity Commission in exercising their powers and duties.

The Governing Body is responsible for determining the admission arrangements of the school and have agreed a Published Admission Number of 60 pupils per year group with the Local Authority. If the number of applications for admission into a year group exceeds 60, the Governors will apply the criteria, in the order set out in their Admissions Policy, which can be found together with the ecclesiastical parish boundary maps on the school's website.

Strategic report

Achievements and performance

In the summer of 2016 many of our children, once again, surpassed our expectations in terms of their academic progress and attainment.

Our Early Years Foundation Stage (EYFS) results exceeded the national average with 90% of children achieving a good level of development.

The percentage of Year 1 pupils that met the expected standard in phonics was again above the national figure, with 83% of children achieving the expected standard.

At Key Stage 1, 80% of the children met the government's expected standard in Reading, which was above the national average, 73% of children met the expected standard in Mathematics, which was the same as the national average, and 60% of children gained the expected standard in Writing, which was slightly below the national average figure.

At Key Stage 2, the children attained highly across all subjects with the percentage of children meeting the government's expected standard exceeding the national average in all subjects. 94% of pupils met the expected standard in Reading, 90% met the expected standard in Spelling, Punctuation and Grammar (SPAG), 87% met the expected standard in Mathematics and 85% met the expected standard in Writing.

In terms of our disadvantaged children, at Key Stage 2 all children met the government's expected standard in Reading, Writing, SPAG and Mathematics

ESHER CHURCH SCHOOL

GOVERNORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2016

Key performance indicators

The school uses the judgement areas set out in Ofsted's Common Inspection Framework to evaluate its performance:

- Effectiveness of leadership and management
- The quality of teaching, learning and assessment
- Personal development, behaviour and welfare
- Outcomes for children and learners
- Effectiveness of early years provision

Going concern

After making appropriate enquiries, the board of governors has a reasonable expectation that the academy trust has adequate resources to continue in operational existence for the foreseeable future. For this reason the board of governors continues to adopt the going concern basis in preparing the accounts. Further details regarding the adoption of the going concern basis can be found in the statement of accounting policies.

Financial review

Most of the Academy's income is obtained from the Education Funding Agency (EFA) in the form of recurrent grants, some of which are restricted to particular purposes. The grants received from the EFA during the period ended 31 August 2016 and the associated expenditure are shown as restricted funds in the Statement of Financial Activities.

The Academy also receives grants for fixed assets from the EFA. In accordance with the Charities Statement of Recommended Practice, 'Accounting and Reporting by Charities' (SORP 2015), such grants are shown in the Statement of Financial Activities as restricted income in the fixed asset fund. The restricted fixed asset fund balance is reduced by annual depreciation charges over the expected useful life of the assets concerned.

During the period ended 31 August 2016, total expenditure of £1,967k (2015: £1,035k (7 months)) was met by recurrent grant funding from the EFA together with other incoming resources. The excess of income over expenditure for the period (excluding restricted fixed asset funds and transfers to restricted fixed asset funds) was £160k (2015: £65k (7 months)).

At 31 August 2016 the net book value of fixed assets was £8,191k (2015: £8,255k). Movements in tangible fixed assets are shown in note 11 to the financial statements. The assets were used exclusively for providing education and the associated support services to the pupils of the Academy.

The Surrey County Council Pension Fund, in which the Academy participates, showed a deficit of £464k (2015: £356k) at 31 August 2016. Of this sum, £380k, was inherited by Esher Church School from the Surrey County Council Pension on 1 February 2015, the date the local authority's staff transferred to employment with the Academy.

Reserves policy

The Governors review the reserve levels of the Academy annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The Governors have determined that the appropriate level of free reserves should be equivalent to four weeks' expenditure, approximately £95k (2015: £140k).

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. The academy's current level of free reserves of £110k (2015: £67k) (total funds less the amount held in fixed assets and restricted funds), the Governors are expecting to utilise the additional reserves in the coming year.

ESHER CHURCH SCHOOL

GOVERNORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2016

Investment policy and powers

Under the Memorandum and Articles of Association, the Academy has the power to invest funds not immediately required for its own purposes, in any way the Directors see fit. The organisation has a positive cash balance to cover eventualities and unforeseen expenses. The banking facilities are reviewed on a regular basis.

Financial Position

The Academy held fund balances at 31 August 2016 of £7,960k (2015: £7,966k) comprising £7,850k (2015: £7,899k) of restricted funds and £110k (2015: £67k) of unrestricted general funds. Of the restricted funds, £8,191 (2015: £8,255k) is represented by tangible fixed assets.

The Pension reserve which is considered part of restricted funds was £464k (2015: £356k) in deficit.

Principal risks and uncertainties

The principal risks and uncertainties that Esher Church School faces are mitigated by the risk management process that the academy trust has in place.

Financial and risk management objectives and policies

The main financial risks which Esher Church School is exposed to, taking account of the mitigations in place, relate to the risk of an income shortfall due to the likelihood of further government spending reductions affecting our general grant. A risk arises in relation to the defined benefit pension scheme, due to the fact that there is a deficit of £464k (2015:£356k).

Financial and risk management objectives and policies

The Governors consider the main risks and uncertainties facing the Academy to be the impact on funding arising from a change in pupil numbers on roll, resulting from changes in families' circumstances or the failure to respond to the actions of other local and competitor schools. The effect of a fall in pupil numbers and resulting fall in funding will be our ability to recruit sufficient staff to teach and manage our school effectively. The Governors also consider a change in the Academy's reputation to be a risk, which could impact the number of pupils on roll or ethos of school. The Finance Committee monitor on a regular basis the finances of the school and a sub group of governors has been set up to look at the marketing and reputation of the Academy.

As a Single Academy Trust, the Academy may in the future be forced to consider joining a Multi Academy Trust, however the Academy's Articles of Association offer protection from this.

The Academy has an effective system of internal financial controls and this is explained in more detail in the Governance Statement on page 9.

ESHER CHURCH SCHOOL

GOVERNORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2016

Plans for future periods

The school has a good understanding of its strengths and areas for development based on the analysis of performance and financial data and the monitoring of its teaching and learning. The school also makes good use of external validation and moderation to secure its judgement on the quality of provision and subsequent outcomes.

Our priorities over the next year, as set out in our current School Improvement Plan are to:

- Improve the progress of children in Key Stage 1 from relative starting points
- Improve the progress of children in Key Stage 2 from relevant starting points
- Enable children currently working below age related expectations to achieve age related expectations in maths and English
- Develop an effective system for monitoring and evaluating pupil progress within key stages across core subjects
- Improve the quality of teaching and learning
- Improve behaviour by establishing a shared culture of consistently high expectations and shared approach to behaviour management
- Raise the profile and understanding of Anti-Bullying and e-safety within the school
- Improve the Learning Environment
- Further develop the school's ethos and Christian distinctiveness

Auditor

In so far as the governors are aware:

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

The governors' report, incorporating a strategic report, was approved by order of the board of governors, as the company directors, on 06 December 2016 and signed on its behalf by:

S Mohamed
Chair

ESHER CHURCH SCHOOL

GOVERNANCE STATEMENT

FOR THE YEAR ENDED 31 AUGUST 2016

Scope of responsibility

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

The board of governors has delegated the day-to-day responsibility to the principal, as accounting officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between Esher Church School and the Secretary of State for Education. The Accounting Officer is also responsible for reporting to the board of governors any material weaknesses or breakdowns in internal control.

Governance

The information on governance included here supplements that described in the Governors' Report and in the Statement of Governors' Responsibilities. The board of governors has formally met 4 times during the year. Attendance during the year at meetings of the board of governors was as follows:

| Governors | Meetings attended | Out of possible |
|--|--------------------------|------------------------|
| S Mohamed (Chair) | 4 | 4 |
| C Bell (Accounting officer) | 4 | 4 |
| Revd Dr S Collier | 3 | 4 |
| A de la Touche | 3 | 4 |
| B Holmes | 4 | 4 |
| S McMurray (Resigned 9 July 2016) | 1 | 4 |
| J Chapman (Resigned 11 January 2016) | 0 | 1 |
| C O'Brien | 4 | 4 |
| C Skingle | 4 | 4 |
| R Smith (Resigned 11 April 2016) | 2 | 2 |
| T Robinson Smith | 3 | 4 |
| P Stanfield | 4 | 4 |
| C Steeds | 2 | 4 |
| H Vernon | 4 | 4 |
| E Morris (Appointed 11 May 2016) | 1 | 1 |
| G Harper (Appointed 11 May 2016) | 1 | 1 |
| M Hall (Appointed 10 July 2016) | 1 | 1 |
| R Webb (Appointed 10 July 2016) | 1 | 1 |
| P Ferreira- Lay (Appointed 29 June 2016) | 1 | 1 |

The governing body continually review the skill set of the governing body on an informal basis, in particular when new positions on the governing body become available. The governors plan to conduct a formal self assessed skills audit of the governing body in the Spring of 2017 which will be used to inform future information and training needs, as well as appointments to the governing body.

ESHER CHURCH SCHOOL

GOVERNANCE STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2016

The Finance and Premises Committee is a sub-committee of the main governing body. Its purpose is to monitor and agree budget and personnel issues, to put forward proposals to the full Governing Body based on information from the Business Manager and Headteacher and review the reports produced by the Internal Auditor and ensure all issue raised are addressed

Attendance at meetings in the year was as follows:

| Governors | Meetings attended | Out of possible |
|----------------------------------|--------------------------|------------------------|
| S Mohamed (Chair) | 5 | 7 |
| C Bell (Accounting officer) | 7 | 7 |
| A de la Touche | 4 | 7 |
| T Robinson Smith | 5 | 6 |
| P Stanfield | 7 | 7 |
| H Vernon | 7 | 7 |
| G Harper (Appointed 11 May 2016) | 2 | 2 |
| R Webb (Appointed 10 July 2016) | 2 | 2 |

Review of value for money

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

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

- Managing suppliers ensuring timely and accurate payment leading to better purchasing terms
- Delegating some spending to the senior leadership team or subject leaders ensuring that prudent purchasing decisions are made
- Obtaining three quotes on spends over the limits outlined in the Scheme of Delegation
- Managing accounts and VAT claims on a monthly basis, accompanied by monthly Financial Management reports to Governors
- Ensuring robust bi-annual audit checks are carried out.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of academy trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Esher Church School for the period 1 September 2015 to 31 August 2016 and up to the date of approval of the annual report and accounts.

Capacity to handle risk

The board of governors has reviewed the key risks to which the academy trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board of governors is of the view that there is a formal ongoing process for identifying, evaluating and managing the academy trust's significant risks that has been in place for the period 1 September 2015 to 31 August 2016 and up to the date of approval of the annual report and accounts. This process is regularly reviewed by the board of governors.

ESHER CHURCH SCHOOL

GOVERNANCE STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2016

The risk and control framework

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

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

The Governing Body has considered the need for a specific internal audit function and has decided not to appoint an internal auditor. However, the Governors have appointed Wilkins Kennedy LLP, to complete the internal audit function. Wilkins Kennedy LLP's role includes giving advice on financial matters and performing a range of checks on the Academy Trust's financial systems.

In particular the checks carried out in the current period include:

- Testing of control systems
- Testing of control account/ bank reconciliation
- Review of policies and procedures and adherence thereon
- Review of governance and training of Governors

During the year the Academy had a dedicated audit committee, which was a sub committee of the main governing body. The audit committee function is now part of the Finance Committee's terms of reference. On a semi annual basis Wilkins Kennedy LLP report to the audit committee function, on the operation of the systems of control and on the discharge of the Governing body's financial responsibilities. The full governing body are notified of any issues that need to be brought to their attention by the Finance Committee.

Review of effectiveness

As accounting officer the principal has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

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

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

Approved by order of the board of governors on 06 December 2016 and signed on its behalf by:

S Mohamed
Chair

C Bell
Accounting officer

ESHER CHURCH SCHOOL

STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE *FOR THE YEAR ENDED 31 AUGUST 2016*

As accounting officer of Esher Church School I have considered my responsibility to notify the academy trust board of governors 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 academy trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2015.

I confirm that I and the academy trust's board of governors are able to identify any material irregular or improper use of funds by the academy trust, or material non-compliance with the terms and conditions of funding under the academy trust's funding agreement and the Academies Financial Handbook 2015.

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

C Bell
Accounting Officer

06 December 2016

ESHER CHURCH SCHOOL

STATEMENT OF GOVERNORS' RESPONSIBILITIES

FOR THE YEAR ENDED 31 AUGUST 2016

The governors (who act as trustees for Esher Church School and are also the directors of Esher Church School for the purposes of company law) are responsible for preparing the Governors' Report and the accounts in accordance with the Annual Accounts Direction issued by the Education Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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

In preparing these accounts, the governors are required to:

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

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

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

The governors 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 accounts may differ from legislation in other jurisdictions.

Approved by order of the board of governors on 06 December 2016 and signed on its behalf by:

S Mohamed
Chair

ESHER CHURCH SCHOOL

INDEPENDENT AUDITOR'S REPORT ON THE ACCOUNTS TO THE MEMBERS OF ESHER CHURCH SCHOOL

We have audited the accounts of Esher Church School for the year ended 31 August 2016 set out on pages 18 to 38. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2015 and the Academies Accounts Direction 2015 to 2016 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 its members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of governors and auditors

As explained more fully in the Governors' Responsibilities Statement set out on page 13, the governors, who are also the directors of Esher Church School for the purposes of company law, are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the accounts 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 accounts

An audit involves obtaining evidence about the amounts and disclosures in the accounts sufficient to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the governors; and the overall presentation of the accounts. In addition, we read all the financial and non-financial information in the Governors' Report including the incorporated strategic report to identify material inconsistencies with the audited accounts 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.

Opinion on accounts

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Charities SORP 2015 and the Academies Accounts Direction 2015 to 2016.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Governors' Report including the incorporated strategic report for the financial year for which the accounts are prepared is consistent with the accounts.

ESHER CHURCH SCHOOL

INDEPENDENT AUDITOR'S REPORT ON THE ACCOUNTS TO THE MEMBERS OF ESHER CHURCH SCHOOL (CONTINUED)

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 returns adequate for our audit have not been received from branches not visited by us; or
- the accounts 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.

Michelle Wilkes (Senior Statutory Auditor)
for and on behalf of Wilkins Kennedy LLP

Chartered Accountants

Statutory Auditor

Greytown House
221-227 High Street
Orpington
BR6 ONZ

Dated: 12 December 2016

ESHER CHURCH SCHOOL

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO ESHER CHURCH SCHOOL AND THE EDUCATION FUNDING AGENCY

In accordance with the terms of our engagement letter dated 13 February 2015 and further to the requirements of the Education Funding Agency (EFA) as included in the Academies Accounts Direction 2015 to 2016, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Esher Church School during the period 1 September 2015 to 31 August 2016 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 Esher Church School and EFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to the Esher Church School and EFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Esher Church School and EFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Esher Church School's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of Esher Church School's funding agreement with the Secretary of State for Education dated 26 January 2015 and the Academies Financial Handbook, extant from 1 September 2015, 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 2015 to 2016. 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 2015 to 31 August 2016 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Approach

We conducted our engagement in accordance with the Academies Accounts Direction 2015 to 2016 issued by 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.

Our work included identification and assessment of the design and operational effectiveness of the controls, policies and procedures that have been implemented to ensure compliance with the framework of authorities including high level financial control areas and areas assessed of presenting a higher risk of impropriety. We undertook detailed testing, based on our assessment of risk of material irregularity, where such controls, policies and procedures apply to classes of transactions. This work was integrated with our audit on the financial statements to the extent evidence from the conduct of that audit supports the regularity conclusion as well as additional testing based on our assessment of risk of material irregularity.

ESHER CHURCH SCHOOL

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO ESHER CHURCH SCHOOL AND THE EDUCATION FUNDING AGENCY (CONTINUED)

Conclusion

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 1 September 2015 to 31 August 2016 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

Reporting Accountant

Wilkins Kennedy LLP
Greytown House
221-227 High Street
Orpington
BR6 ONZ

Dated: 12 December 2016

ESHER CHURCH SCHOOL

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2016

| | | Unrestricted Funds | Restricted funds: | | Total 2016 | Total 2015 |
|---|-------|-----------------------|-------------------|--------------|---------------|---------------------|
| | Notes | £'000 | General | Fixed asset | £'000 | (7 months) £'000 |
| | | | £'000 | £'000 | | |
| Income and endowments from: | | | | | | |
| Donations and capital grants | 2 | 147 | 42 | 18 | 207 | 105 |
| Donations - transfer from local authority on conversion | | - | - | - | - | 7,908 |
| Charitable activities: | | | | | | |
| - Funding for educational operations | 3 | - | 1,750 | - | 1,750 | 884 |
| Other trading activities | 4 | 102 | - | - | 102 | 68 |
| Total income and endowments | | <u>249</u> | <u>1,792</u> | <u>18</u> | <u>2,059</u> | <u>8,965</u> |
| Expenditure on: | | | | | | |
| Charitable activities: | | | | | | |
| - Educational operations | 6 | 105 | 1,776 | 86 | 1,967 | 1,035 |
| Total expenditure | 5 | <u>105</u> | <u>1,776</u> | <u>86</u> | <u>1,967</u> | <u>1,035</u> |
| Net income/(expenditure) | | 144 | 16 | (68) | 92 | 7,930 |
| Transfers between funds | | (101) | 97 | 4 | - | - |
| Other recognised gains and losses | | | | | | |
| Actuarial gains/(losses) on defined benefit pension schemes | 17 | - | (98) | - | (98) | 36 |
| Net movement in funds | | <u>43</u> | <u>15</u> | <u>(64)</u> | <u>(6)</u> | <u>7,966</u> |
| Reconciliation of funds | | | | | | |
| Total funds brought forward | | 67 | (356) | 8,255 | 7,966 | - |
| Total funds carried forward | | <u>110</u> | <u>(341)</u> | <u>8,191</u> | <u>7,960</u> | <u>7,966</u> |

ESHER CHURCH SCHOOL

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2016

| Comparative information ended 31 August 2015 | Notes | Unrestricted | Restricted funds: | | Total |
|---|-------|--------------|-------------------|-------------|---------------------|
| | | Funds | General | Fixed asset | 2015 |
| | | £'000 | £'000 | £'000 | (7 months) £'000 |
| Income and endowments from: | | | | | |
| Donations and capital grants | 2 | 78 | 27 | - | 105 |
| Donations - transfer from local authority on conversion | | (2) | (380) | 8,290 | 7,908 |
| Charitable activities: | | | | | |
| - Funding for educational operations | 3 | - | 884 | - | 884 |
| Other trading activities | 4 | 68 | - | - | 68 |
| Total income and endowments | | 144 | 531 | 8,290 | 8,965 |
| Expenditure on: | | | | | |
| Charitable activities: | | | | | |
| - Educational operations | 6 | 15 | 975 | 45 | 1,035 |
| Total expenditure | 5 | 15 | 975 | 45 | 1,035 |
| Net income/(expenditure) | | 129 | (444) | 8,245 | 7,930 |
| Transfers between funds | | (62) | 52 | 10 | - |
| Other recognised gains and losses | | | | | |
| Actuarial gains/(losses) on defined benefit pension schemes | 17 | - | 36 | - | 36 |
| Net movement in funds | | 67 | (356) | 8,255 | 7,966 |
| Reconciliation of funds | | | | | |
| Total funds brought forward | | - | - | - | - |
| Total funds carried forward | | 67 | (356) | 8,255 | 7,966 |

ESHER CHURCH SCHOOL

BALANCE SHEET

AS AT 31 AUGUST 2016

| | | 2016 | | 2015 | |
|--|-------|------------|--------------|------------|--------------|
| | Notes | £'000 | £'000 | £'000 | £'000 |
| Fixed assets | | | | | |
| Tangible assets | 11 | | 8,191 | | 8,255 |
| Current assets | | | | | |
| Debtors | 12 | 67 | | 48 | |
| Cash at bank and in hand | | 411 | | 214 | |
| | | <u>478</u> | | <u>262</u> | |
| Current liabilities | | | | | |
| Creditors: amounts falling due within one year | 13 | (245) | | (195) | |
| Net current assets | | | 233 | | 67 |
| Net assets excluding pension liability | | | 8,424 | | 8,322 |
| Defined benefit pension liability | 17 | | (464) | | (356) |
| Net assets | | | <u>7,960</u> | | <u>7,966</u> |
| Funds of the academy trust: | | | | | |
| Restricted funds | 15 | | | | |
| - Fixed asset funds | | | 8,191 | | 8,255 |
| - Restricted income funds | | | 123 | | - |
| - Pension reserve | | | (464) | | (356) |
| Total restricted funds | | | <u>7,850</u> | | <u>7,899</u> |
| Unrestricted income funds | 15 | | 110 | | 67 |
| Total funds | | | <u>7,960</u> | | <u>7,966</u> |

The accounts set out on pages 18 to 38 were approved by the board of governors and authorised for issue on 06 December 2016 and are signed on its behalf by:

S Mohamed
Chair

Company Number 09362801

ESHER CHURCH SCHOOL

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2016

| | | 2016 | | 2015 7 months | |
|--|-------|-------|-------------------|------------------|-------------------|
| | Notes | £'000 | £'000 | £'000 | £'000 |
| Cash flows from operating activities | | | | | |
| Net cash provided by operating activities | 18 | | 201 | | 139 |
| Cash funds transferred on conversion | | | - | | 85 |
| | | | <u>201</u> | | <u>224</u> |
| Cash flows from investing activities | | | | | |
| Capital funding from sponsors and others | | 18 | | - | |
| Payments to acquire tangible fixed assets | | (22) | | (10) | |
| | | | <u>(4)</u> | | <u>(10)</u> |
| Change in cash and cash equivalents in the reporting period | | | 197 | | 214 |
| Cash and cash equivalents at 1 September 2015 | | | <u>214</u> | | <u>-</u> |
| Cash and cash equivalents at 31 August 2016 | | | <u><u>411</u></u> | | <u><u>214</u></u> |

ESHER CHURCH SCHOOL

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2016

1 Accounting policies

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

1.1 Basis of preparation

The accounts of the academy trust, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2015 to 2016 issued by EFA, the Charities Act 2011 and the Companies Act 2006 (other than in respect of the disclosure of remunerations received by staff governors under employment contracts - see note 8 for details).

Esher Church School meets the definition of a public benefit entity under FRS 102.

1.2 Going concern

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

1.3 Income

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

Grants receivable

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

General Annual Grant is recognised in full in the statement of financial activities in the period for which it is receivable, and any abatement in respect of the period is deducted from income and recognised as a liability.

Capital grants are recognised when there is entitlement 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 are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

Other income

Other income, including the hire of facilities, is recognised in the period it is receivable and to the extent the academy trust has provided the goods or services.

ESHER CHURCH SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2016

1 Accounting policies

(Continued)

Donated goods, facilities and services

The value of donated services and gifts in kind provided to the academy trust 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 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 trust's policies.

Interest receivable

Interest receivable is included within the statement of financial activities on a receivable basis.

1.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

All resources expended are inclusive of irrecoverable VAT.

Expenditure on raising funds

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

Charitable activities

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

Governance costs

These include the costs attributable to the academy trust's compliance with constitutional and statutory requirements, including audit, strategic management, governors' meetings and reimbursed expenses.

ESHER CHURCH SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2016

1 Accounting policies

(Continued)

1.5 Tangible fixed assets and depreciation

Tangible fixed assets acquired since the Academy was established are included in the accounts at cost. Assets costing less than £2,000 or group of the same assets amounting to £3,000 are written off in the year of acquisition. All other assets are capitalised.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the balance sheet at cost and depreciated over their expected useful economic life. The related grants are credited to a restricted fixed asset fund in the statement of financial activities and carried forward in the balance sheet. Depreciation on such assets is charged to the restricted fixed asset fund in the statement of financial activities so as to reduce the fund over the useful economic life of the related asset on a basis consistent with the academy trust's depreciation policy. Where tangible fixed assets have been acquired with unrestricted funds, depreciation on such assets is charged to the unrestricted fund.

The property has been included at the valuation provided by the EFA when completing their desktop valuation.

The academy has a legal arrangement for the use of the land and buildings under a church supplemental agreement. This is a rolling agreement with a minimum two years written notice period for termination, no such notice has been given at the date of signing the accounts.

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 life, as follows:

| | |
|--------------------------------|------------------------------------|
| Land and buildings | buildings 2%, land no depreciation |
| Computer equipment | 33.3% |
| Fixtures, fittings & equipment | 25% |

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.

1.6 Liabilities

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

1.7 Leasing commitments

Rentals payable under operating leases are charged against income on a straight line basis over the period of the lease.

1.8 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.

ESHER CHURCH SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2016

1 Accounting policies

(Continued)

1.9 Pensions benefits

Retirement benefits to employees of the academy trust are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes 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 quadrennial valuations using a prospective unit credit method. As stated in note 17, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions are recognised in the period to which they relate.

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

1.10 Fund accounting

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of the academy trust at the discretion of the governors.

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

Restricted general funds comprise all other restricted funds received and include grants from the Education Funding Agency/Department for Education.

1.11 Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions

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

ESHER CHURCH SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2016

1 Accounting policies

(Continued)

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note note,note36, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2013 has been used by the actuary in valuing the pensions liability at 31 August 2016. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Critical areas of judgement

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 11 for the carrying amount of the property plant and equipment, and note 1.5 for the useful economic lives for each class of assets.

Bad debts

Debtors are regularly reviewed for recoverability, any debts which in the opinion of management are not recoverable are provided for as a specific bad debt.

There are no key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

2 Donations and capital grants

| | Unrestricted funds | Restricted funds | Total 2016 | Total 2015 |
|-----------------|-------------------------------|-----------------------------|-----------------------|---------------------------|
| | £'000 | £'000 | £'000 | 7 Months £'000 |
| Other donations | 147 | 60 | 207 | 105 |

ESHER CHURCH SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2016

3 Funding for the academy trust's educational operations

| | Unrestricted funds £'000 | Restricted funds £'000 | Total 2016 £'000 | Total 2015 £'000 |
|--------------------------------|--------------------------------|------------------------------|------------------------|------------------------|
| DfE / EFA grants | | | | |
| General annual grant (GAG) | - | 1,324 | 1,324 | 768 |
| Start up grants | - | - | - | 25 |
| Other DfE / EFA grants | - | 376 | 376 | 61 |
| | - | 1,700 | 1,700 | 854 |
| Other government grants | | | | |
| Local authority grants | - | 50 | 50 | 30 |
| Total funding | - | 1,750 | 1,750 | 884 |

4 Other trading activities

| | Unrestricted funds £'000 | Restricted funds £'000 | Total 2016 £'000 | Total 2015 £'000 |
|--------------------|--------------------------------|------------------------------|------------------------|------------------------|
| Hire of facilities | 23 | - | 23 | 17 |
| Other income | 79 | - | 79 | 51 |
| | 102 | - | 102 | 68 |

5 Expenditure

| | Staff costs £'000 | Premises & equipment £'000 | Other costs £'000 | Total 2016 £'000 | Total 2015 £'000 |
|---|-------------------------|----------------------------------|-------------------------|------------------------|------------------------|
| Academy's educational operations | | | | | |
| - Direct costs | 1,188 | 63 | 156 | 1,407 | 796 |
| - Allocated support costs | 121 | 186 | 253 | 560 | 239 |
| | 1,309 | 249 | 409 | 1,967 | 1,035 |
| Total expenditure | 1,309 | 249 | 409 | 1,967 | 1,035 |

ESHER CHURCH SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2016

| 5 Expenditure | | (Continued) | |
|--|---|---------------------------------------|---------------------------------|
| Net income/(expenditure) for the year includes: | | 2016 | 2015 |
| | | £'000 | £'000 |
| Fees payable to auditor for: | | | |
| - Audit | | 6 | 6 |
| - Other services | | 2 | 3 |
| Operating lease rentals | | 3 | 3 |
| Depreciation of tangible fixed assets | | 86 | 45 |
| | | <u> </u> | <u> </u> |
| 6 Charitable activities | | | |
| | Unrestricted funds £'000 | Restricted funds £'000 | Total 2016 £'000 |
| | | | Total 2015 £'000 |
| Direct costs - educational operations | - | 1,407 | 1,407 |
| Support costs - educational operations | 105 | 455 | 560 |
| | <u> </u> | <u> </u> | <u> </u> |
| | 105 | 1,862 | 1,967 |
| | <u> </u> | <u> </u> | <u> </u> |
| | | | 2016 |
| | | | £'000 |
| Analysis of support costs | | | |
| Support staff costs | | | 76 |
| Depreciation and amortisation | | | 9 |
| Premises costs | | | 55 |
| Other support costs | | | 69 |
| Governance costs | | | 30 |
| | | | <u> </u> |
| | | | 560 |
| | | | <u> </u> |
| 7 Governance costs | | | |
| All from restricted funds: | | Total 2016 £'000 | Total 2015 £'000 |
| Amounts included in support costs | | | |
| Legal and professional fees | | 3 | 20 |
| Auditor's remuneration | | | |
| - Audit of financial statements | | 6 | 6 |
| - Other audit costs | | 2 | 3 |
| Other governance costs | | - | 1 |
| | | <u> </u> | <u> </u> |
| | | 11 | 30 |
| | | <u> </u> | <u> </u> |

ESHER CHURCH SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2016

8 Staff costs

| | 2016 | 2015 |
|--|--------------|--------------|
| | £'000 | £'000 |
| Wages and salaries | 1,031 | 579 |
| Social security costs | 74 | 47 |
| Operating costs of defined benefit pension schemes | 197 | 110 |
| | <hr/> | <hr/> |
| Staff costs | 1,302 | 736 |
| Staff development and other staff costs | 7 | 5 |
| | <hr/> | <hr/> |
| Total staff expenditure | 1,309 | 741 |
| | <hr/> <hr/> | <hr/> <hr/> |

Staff numbers

The average number of persons employed by headcount by the academy trust during the year was as follows:

| | 2016 | 2015 |
|----------------------------|---------------|---------------|
| | Number | Number |
| Teachers | 23 | 22 |
| Administration and support | 22 | 27 |
| Management | 8 | 7 |
| | <hr/> | <hr/> |
| | 53 | 56 |
| | <hr/> <hr/> | <hr/> <hr/> |

Higher paid staff

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

| | 2016 | 2015 |
|-------------------|---------------|---------------|
| | Number | Number |
| £60,000 - £70,000 | 1 | 1 |
| | <hr/> <hr/> | <hr/> <hr/> |

The administration and support staff of the academy trust comprise 3 administration staff and 19 education support staff. (2015: 4 administration staff 23 education support staff).

Key management personnel

The key management personnel of the academy trust comprise the staff governors and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the academy trust was £389k (2015: £217k)

ESHER CHURCH SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2016

9 Governors' remuneration and expenses

One or more of the governors has been paid remuneration or has received other benefits from an employment with the academy trust. The principal and other staff governors only receive remuneration in respect of services they provide undertaking the roles of principal and staff members under their contracts of employment, and not in respect of their services as governors.

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

C Bell (principal):

- Remuneration £65,000- £70,000 (2015: £35,000 - £40,000 (7 months))
- Employer's pension contributions £10,000- £15,000 (2015: £5,000 - £10,000 (7 months))

C Skingle & Helen Vernon (staff):

- Remuneration £53,735 (2015: £33,543 (7 months))
- Employer's pension contributions £14,447 (2015: £8,176 (7 months))

The other staff Governors listed above only received remuneration for their role as a member of staff and the salaries have been aggregated as the Governors believe any further detailed breakdown would be prejudicial to the structure of the Governing Board.

During the year, £319 (2015: £nil) were reimbursed or paid directly to two governors for staff wellbeing, staff hospitality and school equipment.

Other related party transactions involving the governors are set out within the related parties note.

10 Governors and officers insurance

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

ESHER CHURCH SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2016

11 Tangible fixed assets

| | Land and buildings | Computer equipment | Fixtures, fittings & equipment | Total |
|-----------------------|-----------------------|-----------------------|--------------------------------------|-------|
| | £'000 | £'000 | £'000 | £'000 |
| Cost | | | | |
| At 1 September 2015 | 8,227 | 18 | 55 | 8,300 |
| Additions | - | 22 | - | 22 |
| | ----- | ----- | ----- | ----- |
| At 31 August 2016 | 8,227 | 40 | 55 | 8,322 |
| | ----- | ----- | ----- | ----- |
| Depreciation | | | | |
| At 1 September 2015 | 36 | 3 | 6 | 45 |
| Charge for the year | 63 | 12 | 11 | 86 |
| | ----- | ----- | ----- | ----- |
| At 31 August 2016 | 99 | 15 | 17 | 131 |
| | ----- | ----- | ----- | ----- |
| Net book value | | | | |
| At 31 August 2016 | 8,128 | 25 | 38 | 8,191 |
| | ===== | ===== | ===== | ===== |
| At 31 August 2015 | 8,191 | 15 | 49 | 8,255 |
| | ===== | ===== | ===== | ===== |

Included in land and buildings is land of £5,102k (2015: £5,102k) which is not depreciated.

12 Debtors

| | 2016 £'000 | 2015 £'000 |
|--------------------------------|---------------|---------------|
| VAT recoverable | 16 | 22 |
| Other debtors | 3 | - |
| Prepayments and accrued income | 48 | 26 |
| | ----- | ----- |
| | 67 | 48 |
| | ===== | ===== |

13 Creditors: amounts falling due within one year

| | 2016 £'000 | 2015 £'000 |
|------------------------------------|---------------|---------------|
| Other taxation and social security | 22 | 19 |
| Other creditors | 24 | 110 |
| Accruals and deferred income | 199 | 66 |
| | ----- | ----- |
| | 245 | 195 |
| | ===== | ===== |

ESHER CHURCH SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2016

| 14 Deferred income | 2016 £'000 | 2015 £'000 |
|--|---------------|---------------|
| Deferred income is included within: | | |
| Creditors due within one year | 44 | 44 |
| Deferred income at 1 September 2015 | 44 | - |
| Released from previous years | (44) | - |
| Amounts deferred in the year | 44 | 44 |
| Deferred income at 31 August 2016 | 44 | 44 |

At the balance sheet date, the Academy Trust was holding funds received in advance for Free School Meals in term one of the 2016/17 school year.

| 15 Funds | Balance at 1 September 2015 £'000 | Incoming resources £'000 | Resources expended £'000 | Gains, losses & transfers £'000 | Balance at 31 August 2016 £'000 |
|---------------------------------------|--|--------------------------------|--------------------------------|---------------------------------------|---------------------------------------|
| Restricted general funds | | | | | |
| General Annual Grant | - | 1,324 | (1,421) | 97 | - |
| Other DfE / EFA grants | - | 376 | (253) | - | 123 |
| Other government grants | - | 50 | (50) | - | - |
| Other restricted funds | - | 42 | (42) | - | - |
| Funds excluding pensions | - | 1,792 | (1,766) | 97 | 123 |
| Pension reserve | (356) | - | (10) | (98) | (464) |
| | (356) | 1,792 | (1,776) | (1) | (341) |
| Restricted fixed asset funds | | | | | |
| Private sector capital sponsorship | 8,255 | 18 | (86) | 4 | 8,191 |
| Total restricted funds | 7,899 | 1,810 | (1,862) | 3 | 7,850 |
| Unrestricted funds | | | | | |
| General funds | 67 | 249 | (105) | (101) | 110 |
| Total funds | 7,966 | 2,059 | (1,967) | (98) | 7,960 |

ESHER CHURCH SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2016

15 Funds

(Continued)

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

General Annual Grant: Income received from the EFA to cover the normal running costs of the Academy. Under the amended funding agreement with the Secretary of State, the academy trust was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2016.

Other DFE/EFA grants: This includes the pupil premium, rates grant, sports grant, rates relief, CIF funding Universal Free School Meals, and the devolved formula capital grant.

Other government grants: This includes SEN funding and additional pupil premium received from the Local Authority.

Other restricted funds : This includes restricted donations from the Esher Church School Association for specific equipment.

The transfer of funds relate to the additions to fixed assets during the year and to cover the additional costs over and above those covered by GAG funding.

16 Analysis of net assets between funds

| | Unrestricted Funds £'000 | Restricted funds: General £'000 | Fixed asset £'000 | Total 2016 £'000 |
|--|--------------------------------|---------------------------------------|----------------------|------------------------|
| Fund balances at 31 August 2016 are represented by: | | | | |
| Tangible fixed assets | - | - | 8,191 | 8,191 |
| Current assets | 110 | 368 | - | 478 |
| Creditors falling due within one year | - | (245) | - | (245) |
| Defined benefit pension liability | - | (464) | - | (464) |
| | <u>110</u> | <u>(341)</u> | <u>8,191</u> | <u>7,960</u> |

17 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 Surrey County Council. Both are multi-employer defined benefit schemes.

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest actuarial valuation of the TPS related to the period ended 31 March 2012 and that of the LGPS related to the period ended 31 March 2013.

Contributions amounting to £24K were payable to the schemes at 31 August 2016 (2015: £22K) and are included within creditors.

ESHER CHURCH SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2016

17 Pensions and similar obligations

(Continued)

Teachers' Pension Scheme

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations (2010) and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers in academies and, from 1 January 2007, automatic for teachers in part-time employment following appointment or a change of contract, although they are able to opt out.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis - these contributions along with those made by employers are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

Not less than every four years the Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2012 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education on 9 June 2014.

The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 16.48% of pensionable pay (including a 0.08% employer administration charge (currently 14.1%))
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £191,500 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £176,600 million giving a notional past service deficit of £14,900 million
- an employer cost cap of 10.9% of pensionable pay will be applied to future valuations
- the assumed real rate of return is 3.0% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.75%. The assumed nominal rate of return is 5.06%

During the previous year the employer contribution rate was 14.1%. The TPS valuation for 2012 determined an employer rate of 16.4%, which was payable from September 2015. The next valuation of the TPS will be as at March 2016, whereupon the employer contribution rate is expected to be reassessed and will be payable from 1 April 2019.

The employer's pension costs paid to the TPS in the period amounted to £116k (2015: £55K).

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

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

Local Government Pension Scheme

The LGPS is a funded defined-benefit scheme, with the assets held in separate trustee-administered funds. The total contributions are as noted below. The agreed contribution rates for future years are 26.4% for employers and 5.5 - 12.8% for employees. The estimated value of employer contributions for the forthcoming year is £88k.

ESHER CHURCH SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2016

17 Pensions and similar obligations

(Continued)

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.

| Total contributions made | 2016 | 2015 |
|---------------------------------|--------------|--------------|
| | £'000 | £'000 |
| Employer's contributions | 86 | 48 |
| Employees' contributions | 16 | 9 |
| | <hr/> | <hr/> |
| Total contributions | 102 | 57 |
| | <hr/> <hr/> | <hr/> <hr/> |

| Principal actuarial assumptions | 2016 | 2015 |
|--|-------------|-------------|
| | % | % |
| Rate of increases in salaries | 2.4 | 4.1 |
| Rate of increase for pensions in payment | 2.1 | 2.7 |
| Discount rate | 2.1 | 3.8 |
| Inflation assumption (CPI) | 2.1 | 3.0 |
| | <hr/> <hr/> | <hr/> <hr/> |

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

| | 2016 | 2015 |
|----------------------|--------------|--------------|
| | Years | Years |
| Retiring today | | |
| - Males | 22.5 | 22.5 |
| - Females | 24.6 | 24.6 |
| Retiring in 20 years | | |
| - Males | 24.5 | 24.5 |
| - Females | 26.9 | 26.9 |
| | <hr/> <hr/> | <hr/> <hr/> |

| The academy trust's share of the assets in the scheme | 2016 | 2015 |
|--|-------------------|-------------------|
| | Fair value | Fair value |
| | £'000 | £'000 |
| Equities | 272 | 161 |
| Bonds | 62 | 37 |
| Cash | 7 | 4 |
| Property | 22 | 15 |
| | <hr/> | <hr/> |
| Total market value of assets | 363 | 217 |
| | <hr/> <hr/> | <hr/> <hr/> |
| Actual return on scheme assets - gain/(loss) | 44 | 3 |
| | <hr/> <hr/> | <hr/> <hr/> |

ESHER CHURCH SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2016

| 17 Pensions and similar obligations | (Continued) | |
|--|--------------|--------------|
| Amounts recognised in the statement of financial activities | 2016 | 2015 |
| | £'000 | £'000 |
| Current service cost (net of employee contributions) | 82 | 53 |
| Net interest cost | 14 | 7 |
| | <hr/> | <hr/> |
| Total operating charge | 96 | 60 |
| | <hr/> <hr/> | <hr/> <hr/> |
| Changes in the present value of defined benefit obligations | 2016 | 2015 |
| | £'000 | £'000 |
| Obligations at 1 September 2015 | 573 | - |
| Obligations acquired on conversion | - | 543 |
| Current service cost | 82 | 53 |
| Interest cost | 24 | 10 |
| Employee contributions | 16 | 9 |
| Actuarial loss | 132 | (42) |
| | <hr/> | <hr/> |
| At 31 August 2016 | 827 | 573 |
| | <hr/> <hr/> | <hr/> <hr/> |
| Changes in the fair value of the academy trust's share of scheme assets | 2016 | 2015 |
| | £'000 | £'000 |
| Assets at 1 September 2015 | 217 | - |
| Assets acquired on conversion | - | 163 |
| Interest income | 10 | 3 |
| Return on plan assets (excluding amounts included in net interest): | | |
| Actuarial gain | 34 | (6) |
| Employer contributions | 86 | 48 |
| Employee contributions | 16 | 9 |
| | <hr/> | <hr/> |
| At 31 August 2016 | 363 | 217 |
| | <hr/> <hr/> | <hr/> <hr/> |

ESHER CHURCH SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2016

18 Reconciliation of net income to net cash flows from operating activities

| | 2016 £'000 | 2015 £'000 |
|--|---------------|---------------|
| Net income for the reporting period | 92 | 7,930 |
| Adjusted for: | | |
| Net deficit/(surplus) transferred on conversion | - | (7,908) |
| Capital grants from DfE/EFA and other capital income | (18) | - |
| Defined benefit pension costs less contributions payable | (4) | 5 |
| Defined benefit pension net finance cost/(income) | 14 | 7 |
| Depreciation of tangible fixed assets | 86 | 45 |
| (Increase)/decrease in debtors | (19) | (48) |
| Increase/(decrease) in creditors | 50 | 195 |
| Stocks, debtors and creditors transferred on conversion | - | (87) |
| Net cash provided by operating activities | <u>201</u> | <u>139</u> |

19 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 re-invest the proceeds or to repay to the Education Funding Agency the same proportion of the proceeds of the sale or disposal as equates with the proportion of the original cost met by the Secretary of State.

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

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

20 Capital commitments

| | 2016 £'000 | 2015 £'000 |
|---|---------------|---------------|
| Expenditure contracted for but not provided in the accounts | <u>150</u> | <u>-</u> |

The cash at bank at the year end includes the CIF grant of £376k for the roof, the work was completed after the year end.

21 Related party transactions

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

No related party transactions took place in the period of account.

ESHER CHURCH SCHOOL

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2016

22 Members' liability

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