HADLOW RURAL
COMMUNITY SCHOOL
A unique learning experience

Hadlow Rural Community School Limited
(A company limited by guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

for the year ended
31 August 2017

Company Registration No. 07645462

Hadlow Rural Community School Limited
REFERENCE AND ADMINISTRATIVE DETAILS

Members	Hadlow College
Trustees	P Morris (Chairman)* # ^(appointed 1 July 2017) P Hannan (Vice Chairman) # ^ P Boxall (Accounting Officer) ^* # R Devine*(Resigned 31 July 2017) H Guntrip*^ M Lumsdon-Taylor ^# G Jessel A Edwards # M Nichols # S Lowen * (appointed 1 September 2016 resigned 31 July 2017) A Wickenden # * members of the Finance and Resources Committee # members of the Quality and Curriculum Committee ^ members of the Strategy Committee
Company Secretary	M Lumsdon-Taylor
Senior Management Team	
Head Teacher	P Boxall
Principal and Registered Office	Hadlow College Tonbridge Road Hadlow Tonbridge Kent TN11 0AL
Company Registration Number	07645462 (England and Wales)
Independent Auditor	RSM UK Audit LLP Portland 25 High Street Crawley West Sussex RH10 1BG
Bankers	Barclays Bank PLC Level 27, 1 Churchill Place London E14 5HP
Solicitors	Brachers LLP Somerfield House 59 London Road Maidstone ME16 8JH

The trustees present their annual report together with the financial statements and auditor's report of the charitable company for the year ended 31 August 2017. 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 Tonbridge and Malling. It has a pupil capacity of 375 and had a roll of 247 in the school census on 19th January 2017.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The Academy Trust is a company limited by guarantee and an exempt charity. The Charitable Company's memorandum and articles of association are the primary governing documents of the Academy Trust. The trustees of Hadlow Rural Community School Limited are also the directors of the Charitable Company for the purposes of company law. The Charitable Company is known as Hadlow Rural Community School. The school is a controlled subsidiary of the 'Hadlow Group', through Hadlow College.

Details of the Trustees who served throughout the year except as noted 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

In accordance with normal commercial practice the Academy has purchased Governor's liability insurance to protect governors and officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy business. The insurance provides cover up to £1million on any one claim.

Principal activities

The principal activity of the Academy Trust is to provide a balanced and broadly based curriculum, satisfying the requirements of section 78 of the Education Act 2002, for children of different abilities aged 11-16. The school provides education for pupils who are wholly or mainly drawn from the area in which the school is situated.

Method of recruitment and appointment or election of trustees

Staff governors are elected by the staff employed at the Hadlow Rural Community School. The total number of staff governors (including the Head Teacher/Principal) should not exceed one third of the total number of governors (including vacancies).

Parent Governors are elected by parents of registered pupils at the Academy. A Parent Governor must be a parent of a pupil at Hadlow Rural Community School at the time when he/she is elected. The number of Parent Governors required shall be made up by Parent Governors appointed by the Governing Body, if the number of parents standing for election is less than the number of vacancies. If appointing a Parent Governor, the Governing Body will appoint a person who is the parent of a registered pupil at Hadlow Rural Community School, or where it is not reasonably practical to do so, a person who is the parent of a child of compulsory school age.

The Governors may appoint up to three Co-opted Governors. In 'Co-opting' Governors, the Governors will be mindful of the skills and experience required to ensure Hadlow Rural Community School has sufficient experience to appropriately manage the Academy. The board is made up of appropriate representation to ensure control and effective governance.

Policies and procedures adopted for the induction and training of trustees

The training and induction provided for new governors will depend on their existing experience; an Induction Pack is given to all governors. A Governor Induction Pack is provided to all new Governors; this includes the Code of Practice, Articles of Association, Governance Structure, Committee Terms of Reference, Governor Contact List and Schedule of Meetings for the academic year. Induction tends to be carried out informally and is tailored specifically to the individual.

Organisational structure

The organisational structure of Hadlow Rural Community School consists of three levels, being the Governors, the Senior Managers, and the operational staffing team. The aim of the management structure is to devolve responsibility and encourage involvement in decision making at all levels. The Governors are responsible for setting general policy, approving the School Development Plan, approving the school budget, monitoring the Academy by the use of budgets and making major decisions about the direction of the Academy, capital expenditure and senior staff appointments.

The Senior Manager is the Head Teacher/Principal. He controls the Academy at an executive level implementing the policies laid down by the Governors and reporting back to them. The Senior Manager is responsible for the authorisation of spending within agreed budgets; the appointment of staff, through appointment boards for posts in the Management Team and ensuring teaching staff always contain a governor; the implementation and monitoring of the School Development Plan; and, alongside Governors, completing the School Self Evaluation.

The Head Teacher is the Accounting Officer. Strategic decisions are made by the Board with strong leadership of the Head Teacher. The Board through its sub committees approve all major strategic decisions.

Arrangements for setting pay and remuneration of key management personnel

The academy's key management personnel have been identified as the trustees and the Headteacher and Deputy Headteacher who form the senior leadership team. No trustee receives any pay or remuneration for their role as trustee and only those with a contract of employment receive remuneration. The Deputy Headteacher has clear performance targets, including pupil progress. If all targets are met and clear evidence is provided he receives an incremental point in line with the pay policy, authorised by the Headteacher and the board of trustees. For the Headteacher's appraisal, the chair of governors reviews the Headteacher's evidence against agreed targets. If the targets have been met the chair of the governors will authorise the increment.

Connected organisations, including related party relationships

The school is part of the Hadlow Group and a wholly controlled subsidiary of Hadlow College. The Board has representation from the executive of the Group and the structure is reflected in the legal documents agreed with the DfE.

Risk management

The Governors have assessed the major risks to which the Academy is exposed, in particular those relating to the specific teaching, provision of facilities, the other operational areas of the Academy and its finances, all of which are detailed in the Risk Register. The Governors have implemented a number of systems to assess risks that the school faces, especially in operational areas (e.g. in relation to teaching, health and safety, and school trips) and in relation to the control of finance. Where significant financial risk still remains, they have ensured that they have adequate insurance cover. The Academy has an effective system of internal financial controls and this is explained in more detail in the Governance Statement.

OBJECTIVES AND ACTIVITIES

Objects and aims

The principal object and activity of the charitable company is the operation of Hadlow Rural Community School to provide education for pupils of different abilities between the ages of 11-16. Our purpose is to ensure that all students reach and surpass their full potential whilst developing business leaders and rural entrepreneurs for the future.

The School has high expectations of student behaviour and conduct, high quality care and guidance, and a relentless pursuit of excellence through outstanding teaching. Ensuring that these elements are embedded in our culture provides support for all students in becoming successful, confident and fully rounded individuals, prepared for the challenges of an ever changing society.

To achieve this, the School will provide an environment that promotes:

- High aspirations and outstanding progress;
- Excellent teaching and learning;
- Innovative, stimulating and enjoyable learning experiences;
- Respect, self-discipline and independence;
- A value of knowledge and a lifelong love of learning; and
- Community and empathy for others.

Objectives, strategies and activities

The objectives and strategies in the Academy's School Development Plan for the year ended 31 August 2017 can be summarised as:

Achievement

- Attainment of all groups is in line with, or exceeds, the national averages;
- Gaps in underperformance are minimal and are closing rapidly;
- Students making, or exceeding, expected progress are high compared to national figures;
- Rapid and sustained progress across all year groups, and in all subjects; and
- Progress of defined groups is exceptional.

Teaching & Learning

- Most teaching over time is 'Outstanding' and never less than consistently 'Good';
- Almost all pupils make rapid and sustained progress that leads to outstanding achievement;
- All teachers have consistently high expectations and high levels of student engagement;
- Teaching is well planned and enables pupils to learn exceptionally well;
- Reading, writing, communication and maths is effectively taught across the curriculum;
- Student understanding is systematically and effectively checked throughout every lesson;
- Teachers and other adults authoritatively impart knowledge to ensure that pupils are engaged in learning and generate high levels of commitment to learning across the school; and
- High quality marking and feedback ensures that pupils make significant and sustained gains in their learning.

Behaviour & Safety

- Pupils consistently display a thirst for knowledge and understanding and a love of learning;
- Pupils' attitudes to learning are of an equally high standard across subjects, years and classes and with different staff. Incidences of low-level disruption in lessons are extremely rare;
- Stakeholder voice is unreservedly positive about behaviour and safety;
- Pupil's conduct is impeccable, both in and outside of lessons;
- Students are fully aware of different forms of bullying and incidents of bullying are isolated and dealt with highly effectively;
- Pupils' excellent conduct and behaviour reflects the school's effective strategies to promote high standards;
- Behaviour management is skilfully and consistently applied, promoting a positive environment and leading to excellent levels of improvement over time;
- All groups of students feel safe and understand how to keep themselves safe; and
- Teaching strategies are well-judged and are matched to student needs.

Leadership & Management

- All leaders and managers pursue excellence, and model professional standards;
- Effective self-evaluation and monitoring procedures are employed;
- Excellent policies underpin practice and ensure excellent progress in literacy;
- There is a relentless focus on improving Teaching and Learning with a focus on CPD for all staff and its links with appraisal;
- The curriculum promotes a thirst for knowledge and a love for learning; providing academic, technical and sporting opportunities supporting the development of the student as a whole;
- Achievement of disadvantaged students is rising rapidly in English and Maths;
- All leaders and managers demonstrate the capacity for improvement;

Leadership & Management (continued)

- Effective governance of the School, ensuring financial stability and efficient management of financial resources;
- Parents effectively engage with the School;
- External partnerships are effective and successful in improving the School; and
- Safeguarding procedures are rigorous, efficient and effective.

The review of the 2016-17 School Development Plan shows the following:

Achievement
Many students are making better than expected progress particularly when considering their low starting points. Overall KS3 performance in English, Maths and Science is very strong. KS4 performance, when considering starting points in the School, is in line with national averages for Science and Maths but exceeds expectations in English.

Performance of disadvantaged students is in line with that of other students, and performance of students with an additional educational need is also in line with that of other students.

Teaching & Learning
Teaching is consistently good or better and most students have made very good progress over time. This includes disadvantaged students and the least and most able students. Planning is appropriate and provides learning opportunities that are challenging and match the needs of the students.

Term assessments are evidence based providing a holistic picture of student progress, incorporating test/assessment results, classwork, and homework performance. Feedback on these aspects is regularly and effectively given to students, providing clear targets for improvement.

Behaviour & Safety
Behaviour of students at the School is excellent, judgements of which are supported by external moderators (DfE Advisor, Ofsted). Attitudes to learning are very good and support a positive learning environment. Students are courteous and respectful to adults and each other and demonstrate high levels of engagement in lessons. Incidents of low level behaviour are dealt with efficiently and school strategies to improve behaviour are highly effective.

Students have a clear understanding that bullying will not be tolerated within the School. They are clear on the different forms of bullying and have a good understanding on how to deal with this effectively. Similarly, they have a good understanding of safety and what constitutes risk.

Leadership & Management
The leadership of the School provides a clear and ambitious vision for the School. Procedures and policies implemented have demonstrated rapid and sustained improvements across the School. The staffing re-structure has provided clear delineated roles within the leadership of the School, leading to positive outcomes for students. Accountability and monitoring measures have been increased with positive outcomes. Underperformance is rapidly and robustly challenged.

Public benefit
The trustees 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 trustees consider that the company's aims are demonstrability for the public benefit. We support other schools through sharing of practise and knowledge to ultimately benefit the wider community.

STRATEGIC REPORT

Achievements and Performance

Total pupils on roll in the year ended 31 August 2017 totalled 239 and were split between the year groups as follows:
Year 7 – 71
Year 8 – 58
Year 9 – 61
Year 10 – 49

Progress and achievement in Year 7, 8 and 9 exceeds national expectations in English and Science and is in line with expectations in Maths.

The School did not post any external GCSE results this year as there were no Year 11 students enrolled at the school.

The School experienced its first Ofsted inspection in June 2015. The outcome of the inspection was extremely positive and acknowledged the rapid improvements the School had experienced over the course of a very short period of time. The inspection highlighted the leadership and governance of the School as a key strength in developing a clear vision and highly positive ethos. The innovative curriculum, combining land-based with academic studies, was also confirmed as a significant strength of the School. Safeguarding was rated as 'Outstanding' and the promotion of British values and Social, moral, spiritual and cultural development was also deemed a strong aspect of the School.

Financial Review
Most of the Academy's income is obtained from the ESFA in the form of recurrent grants, the use of which is restricted to particular purposes to support the objects of Hadlow Rural Community School. The grants received from the ESFA during the year ended 31 August 2017 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 ESFA. In accordance with the Charities Statement of Recommended Practice, 'Accounting and Reporting by Charities' (SORP 2016), such grants are shown in the Statement of Financial Activities as restricted income in the restricted 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 year ended 31 August 2017 total expenditure was covered by recurrent grant funding from the ESFA together with other incoming resources. The controlled loss of expenditure over income for the year (excluding restricted fixed asset funds and pension deficit) was £nil. At 31 August 2017 the net book value of fixed assets was £8,702 and movements in tangible fixed assets are shown in note 9 to the financial statements. The assets were used exclusively for providing education and the associated support services to the pupils of the Academy. The principal financial management policies adopted in the year are detailed in the Statement of Accounting Policies. The Academy has also adopted the Academies Financial Handbook.

Financial and risk management objectives and policies

Hadlow Rural Community School has a pension deficit of £75,000 relating to the LGPS defined benefit pension scheme. This deficit is subject to triennial actuarial reviews that will determine appropriate employer pension contributions. The next actuarial review will take place during 2017 affecting employer contributions from April 2017.

Reserves policy

The governors review the Academy's reserves annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitment and the nature of reserves. Where the Academy holds unrestricted reserves, it is the governors' policy to apply these resources to meet the spending priorities determined by the Governing Body. The level of unrestricted reserves is to not exceed 10% of the total income of the Academy, unless authorised by Governors for a specific, long term project. No such project has currently been identified and it is currently anticipated that these funds will be required to support the school budget for 2017-18. The school has limited reserves at 31st August 2017.

Investment policy

Hadlow Rural Community School has one bank account that holds all cash balances. The Academy has endeavoured to maximise the use of these funds by arranging with the bank to receive interest of 0.25% below the Bank of England base rate on balances held in the account.

Key performance indicators

The Trustees have monitored the income and expenditure of the Academy against the budgets agreed at the beginning of the financial year. The trustees have also set the following Key Performance Indicators:

- Whilst not limiting the recruitment and retention policies and processes of the Academy, staff costs as a percentage of income should be below 80%. Due to the split site nature of the school it incurred additional staff costs, however staff costs as a percentage of total revenue income for the year ended 31 August 2017 was marginally above this target at 81%.
- The level of unrestricted reserves to not exceed 10% of income. The level of free cash reserves at 31 August 2017 was £nil.
- Pupil Premium funding to be effectively used for all eligible pupils and its impact assessed. The school received £57,095 that was used to support 87 pupils.
- Capital projects to come in on time and within budget. The temporary projects are complete and are within budget.
- A positive cash flow to be maintained at all times. A positive cash position was achieved at the year end and will be improved throughout the following year.

Plans for Future Years

- To further increase the support for continuing professional development of all staff, leading to the delivery of cutting edge practice and the highest quality of teaching and provision for all students.
- To ensure all pupils have every opportunity to achieve accelerated progress in all subject areas, with a specific emphasis on reading, writing and numeracy
- To promote the School as an outward facing educational establishment and one that is at the centre of the local, national and global community, providing effective School to School support within the Tonbridge and Malling locality.
- To provide an innovative curriculum that meets the needs of all students, and one that inspires and challenges all learners, whilst also preparing students for future employability and life in modern Britain.
- To further promote a culture of high expectations, high aspirations and working collaboratively in enabling all stakeholders to reach their potential.
- To provide more extensive enrichment opportunities focused on developing the child as a whole and supporting the continuing social, moral, spiritual and cultural education of every child.

Principal risks and uncertainties

The Academy has a Risk Register that is reviewed regularly by the Trustees. The principal risks, other than the financial risks detailed above, come under the headings of strategic/reputational; social; technological; legislative/regulatory; environmental; operational; managerial; legal; and physical. Due to the controls in place, all risks were regarded as medium and low probability. A full Risk Register is maintained in the standard group format and adopted by the school.

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, based upon the continued support of the member, Hadlow College. The trustees have obtained an undertaking from the member that this support will continue to be available, for at least eighteen months from the date of signing the financial statements. For this reason, it continues to adopt the going concern basis in preparing the financial statements

AUDITORS

RSM UK Audit LLP has indicated its willingness to continue in office.

Statement as to disclosure of information to auditor

The Trustees have confirmed that, as far as they are aware, there is no relevant audit information of which the auditor is unaware. Each of the Trustees have confirmed that they have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

SMALL COMPANY PROVISIONS

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The Trustees' Annual Report is approved by order of the Board of Trustees and the Strategic Report (included therein) is approved by the Board of Trustees in their capacity as the directors at a meeting on 14th December 2017 and signed on its behalf by:

P Morris
Chair of Trustees

Hadlow Rural Community School Limited
GOVERNANCE STATEMENT

Scope of responsibility

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

The Board of Trustees has delegated the day-to-day responsibility to the Headteacher as accounting officer, 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 Hadlow Rural Community School And the Secretary of State for Education. They are also responsible for reporting to the Board of Trustees any material weaknesses or breakdowns in internal control.

Governance

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The Board of Trustees has formally met 3 times during the year. Attendance during the year at meetings of the Board of Trustees was as follows:

Trustee	Meetings attended	Out of possible
P Morris (Chairman)	3	3
P Hannan (Vice Chairman)	3	3
M Lumsdon-Taylor	2	3
H Guntrip	3	3
G Jessel	2	3
S Lowen	3	3
R Devine	3	3
A Wickenden	3	3
M Nichols	3	3
A Edwards	3	3
P Boxall (Headteacher and Accounting Officer)	3	3

Governance reviews
Governance is routinely reviewed as part of the annual cycle of school business. Strategic oversight is also delivered via the Hadlow Group Board. The Finance and Resources Committee is a sub-committee of the main board of trustees. Its purpose is to assist the decision making of the Governing Body, by enabling more detailed consideration to ensure sound management of the Academy's finances and resources, including proper planning, monitoring and probity.

An issue was identified with communication between the school and Group Board. As a result, the school is now required to report back to the Group Board against agreed targets. To improve communication, the Head of the School has been invited to attend meetings of the Senior Management Team.

The Finance and Resources Committee is a sub-committee of the main board of trustees. Its purpose is to assist the decision making of the Governing Body, by enabling more detailed consideration to ensure sound management of the academy's finances and resources, including proper planning, monitoring and probity.

Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of possible
H Guntrip	3	3
P Morris	3	3
S Lowen	3	3
Paul Boxall	3	3
Lesley Shott (Management Accountant)	3	3

The Quality and Curriculum Committee is also a sub-committee of the main board of trustees. Its purpose is to monitor the quality of the school provision including pupil progress, curriculum development and staff performance.

Attendance at meeting in the year is as follows:

Trustee	Meetings attended	Out of possible
Mark Lumsdon-Taylor (Chair)	3	3
P Morris	3	3
P Hannan	2	3
A Wickenden	3	3
M Nichols	3	3
A Edwards	3	3
Paul Boxall	3	3
R Devine	1	3

The Strategy Committee is also a sub-committee of the main board of trustees. Its purpose is to give the overall direction of the school and establish its ethos and values.

Attendance at meeting in the year is as follows:

Trustee	Meetings attended	Out of possible
P Morris (Chair)	3	3
P Hannan (Vice Chair)	3	3
Harvey Guntrip	2	3
Mark Lumsdon-Taylor	3	3
Paul Boxall	3	3

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

- Strengthening the budget setting process with the use of more detailed analysis of costs and use of benchmarking to identify where savings can be made.
- Use of a Procurement manager to identify savings and to support the school in the proper use of procurement techniques to ensure value for money
- Charging for the public to use school facilities outside the school hours.
- Completing a crossing on the main road to enable the students to use public transport thus eliminating the cost to the school of providing transport

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 Hadlow Rural Community School for the year ended 31 August 2017 and up to the date of approval of the annual report and financial statements.

Capacity to handle risk
The Board of Trustees has reviewed the key risks to which the Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal on-going process for identifying, evaluating and managing the Academy Trust's significant risks that has been in place for the year ending 31 August 2017 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees.

The risk and control framework

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

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the board of trustees;
- regular reviews by the Finance and Resources 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;
- the identification and management of risks.

The Board of Trustees has considered the need for a specific internal audit function. The group function has been expanded to include the school for 2016/2017. This will work in partnership with the Accounting Officer. The internal audit reviewed all cross college financial systems impacting upon the school and also covered the following areas: budgeting process, monthly management accounts and income capture and recording.

The internal auditor's (IA) role includes giving advice on financial matters and performing a range of checks on the academy trust's financial systems. On a quarterly basis the IA will report to the finance and general purposes committee on the operation of the systems of control and on the discharge of the board of trustees' financial responsibilities.

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

- The work of the internal auditor
- The work of the external agencies;
- 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 relevant subcommittees and ensures continuous improvement of the system is in place.

Approved by order of the members of the Board of Trustees on 14th December 2017 and signed on its behalf by: -

P Morris
Chair of Trustees

P Boxall
Accounting Officer

Hadlow Rural Community School Limited
STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE

As accounting officer of Hadlow Rural Community School I have considered my responsibility to notify the academy trust Board of Trustees and the Education and Skills Funding Agency of material irregularity, impropriety and non-compliance with ESFA 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 2016.

I confirm that I and the Academy Trust Board of Trustees are able to identify any material irregular or improper use of funds by the academy trust, or material non-compliance with the terms and conditions of funding under the academy trust's funding agreement and the Academies Financial Handbook 2016.

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

P Boxall
Accounting Officer

Date: 14th December 2017

Hadlow Rural Community School Limited
STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees, who are also the directors of Hadlow Rural Community School Limited for the purposes of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with the Annual Accounts Direction issued by the Education and Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 and the Academies Accounts Direction 2016 to 2017;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charitable Company will continue in business.

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

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

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

Approved by order of the members of the Board of Trustees on 14th December 2017 and signed on its behalf by:

P Morris
Chair of Trustees

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HADLOW RURAL COMMUNITY SCHOOL LIMITED

Opinion on financial statements

We have audited the financial statements of Hadlow Rural Community School Limited (the "academy trust") for the year ended 31 August 2017 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice), and the Academies: Accounts Direction 2016 to 2017 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2017 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 Academies Accounts Direction 2016 to 2017 issued by the Education and Skills Funding Agency.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HADLOW RURAL COMMUNITY SCHOOL LIMITED

Opinion on other matter prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report and the incorporated Strategic Report.

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

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

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 14, the Trustees (who act as trustees for the charitable activities of the charitable company are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HADLOW RURAL COMMUNITY SCHOOL LIMITED

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

RSM UK Audit LLP

DOMINIC BLYTHE (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
Portland
25 High Street
Crawley
West Sussex
RH10 1BG

15/12/17

Hadlow Rural Community School Limited
STATEMENT OF FINANCIAL ACTIVITIES
For the year ended 31 August 2017

	Notes	Unrestricted funds £'000	Restricted general funds £'000	Restricted fixed asset £'000	Total 2017 £'000	Total 2016 £'000
Income and Endowments from:						
Donations and capital grants	1	-	-	379	379	2,602
Charitable activities:						
Funding for academy Trust's educational operations	3	-	1,508	-	1,508	1,027
Other trading activities	2	-	55	-	55	97
Total		**-**	**1,563**	**379**	**1,942**	**3,726**
Expenditure on:						
Charitable activities:						
Academy Trust's educational operations	5	-	1,591	80	1,671	1,222
Total resources expended	4	**-**	**1,591**	**80**	**1,671**	**1,222**
NET (OUTGOING)/ INCOMING RESOURCES BEFORE TRANSFERS		-	(28)	299	271	2,504
NET INCOME/(EXPENDITURE) FOR THE YEAR		**-**	**(28)**	**299**	**271**	**2,504**
OTHER RECOGNISED GAINS AND LOSSES						
Remeasurement of net defined benefit obligations	18	-	96	-	96	(57)
NET MOVEMENT IN FUNDS		**-**	**68**	**299**	**367**	**2,477**
RECONCILIATION OF FUNDS						
Total funds brought forward.		-	(159)	6,258	6,099	3,652
TOTAL FUNDS CARRIED FORWARD	13	**-**	**(91)**	**6,557**	**6,466**	**6,099**

Hadlow Rural Community School Limited
BALANCE SHEET
As at 31 August 2017

	Notes	31 August 2017 £'000	31 August 2017 £'000	31 August 2016 £'000	31 August 2016 £'000
FIXED ASSETS					
Tangible assets	9		8,619		7,330
CURRENT ASSETS					
Debtors	10	202		669	
Cash at bank and in hand		15		105	
		217		774	
CREDITORS: Amounts falling due within one year	11	(2,295)		(1,875)	
NET CURRENT (LIABILITIES)			(2,078)		(1,101)
TOTAL ASSETS LESS CURRENT LIABILITIES			**6,541**		**6,229**
NET ASSETS EXCLUDING PENSION LIABILITY			6,541		6,229
Pension scheme liability	18		(75)		(130)
NET ASSETS INCLUDING PENSION LIABILITY			**6,466**		**6,099**
FUNDS OF THE ACADEMY TRUST:					
RESTRICTED FUNDS					
Fixed asset fund	13		6,557		6,258
General fund	12		(16)		(29)
Restricted funds excluding pension reserve			6,541		6,229
Pension reserve	12		(75)		(130)
TOTAL RESTRICTED FUNDS			6,466		6,099
TOTAL FUNDS			**6,466**		**6,099**

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements on pages 18 to 40 were approved by the trustees and authorised for issue on 14th December 2017 and are signed on their behalf by:

P Morris
Chair of Trustees

Hadlow Rural Community School Limited
CASH FLOW STATEMENT
For the year ended 31 August 2017

	Notes	2017 £'000	2016 £'000
CASH FLOW FROM OPERATING ACTIVITIES	16	947	1,015
Cash flows from investing activities			
Capital grants from DfE/ESFA		379	2,502
Purchase of tangible fixed assets		(1,416)	(3,443)
NET (DECREASE)/INCREASE IN CASH IN THE YEAR		**(90)**	**74**
RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET FUNDS			
CASH AND CASH EQUIVALENTS AT 1 AUGUST 2016	17	**105**	**31**
CASH AND CASH EQUIVALENTS AT 31 AUGUST 2017		**15**	**105**

General information

Hadlow Rural Community School is a charitable company. The address of the Trust's principal place of business is given on page 1. The nature of the Academy Trust's operations are set out in the Trustees' Report.

Basis of Accounting

The financial statements of the academy trust, 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 2016 to 2017 issued by ESFA, the Charities Act 2011 and the Companies Act 2006. The Academy Trust is a public benefit entity under FRS 102 and has therefore applied the relevant public benefit requirements of FRS 102.

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied in dealing with items which are considered material in relation to the Financial Statements to all the years presented, unless otherwise stated.

The financial statements are presented in sterling which is also the functional currency of the Academy Trust.

Monetary amounts in these financial statements are rounded to the nearest whole £1,000, except where otherwise indicated.

Going Concern

The financial statements have been prepared on the going concern assumption based upon the continued support of the member, Hadlow College. The trustees have obtained an undertaking from the member that this support will continue to be available, for at least eighteen months from the date of signing the financial statements.

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 with sufficient reliability.

Grants (government and other)

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

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

Capital grants are recognised when there is entitlement, when performance-related conditions have been met, 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.

Other income

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

Interest receivable
Interest receivable is included in the Statement of Financial Activities on a receivable basis, and is stated inclusive of related tax credits.

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

- **Expenditure on Raising Funds**

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

- **Charitable Activities**

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

All resources expended are inclusive of irrecoverable VAT.

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

Restricted General funds are resources subject to specific restrictions imposed by funders or donors, and include grants from the Education and Skills Funding Agency.

Restricted Fixed Assets Funds are resources which are to be applied to specific capital purposes imposed by the Education and Skills Funding Agency or other funders, where the asset acquired or created is held for a specific purpose on a continuing basis.

Tangible fixed assets
Tangible fixed assets costing £500 or more are capitalised at cost and are carried at cost net of depreciation and any provision for impairment.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the balance sheet at cost and depreciated over their expected useful economic life. Where the related grants require the asset to be held for a specific purpose and continued use they are credited to a restricted fixed asset fund in the Statement of Financial Activities and carried forward in the Balance Sheet. This amount is reduced over the useful economic life of the related asset on a basis consistent with the depreciation policy by transfer from the restricted fixed asset fund to restricted funds in the Statement of Financial Activities to offset the depreciation of the asset.

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

Freehold buildings	50 years
Fixtures, fittings and equipment	5-10 years
IT equipment	3-10years
Office equipment	5 years

Assets in the course of construction are included at cost less any identified impairment loss. Cost includes professional fees and other directly attributable costs that are necessary to bring the property to its operating condition. Depreciation on these assets is not charged until they are fully brought into use.

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.

Liabilities

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

Provisions

Provisions are recognised when the academy trust has an obligation at the reporting date as a result of a past event which it is probable will result in the transfer of economic benefits and the obligation can be estimated reliably.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised as a financing cost in the period it arises in the statement of financial activities and is allocated to the appropriate expenditure heading.

Financial Instruments

The Academy Trust has chosen to adopt Sections 11 and 12 of FRS 102 in full in respect of financial instruments.

Financial assets and liabilities
Financial assets and financial liabilities are recognised when the Trust becomes a party to the contractual provisions of the instrument.

Financial liabilities are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. A financial asset or financial liability that is payable or receivable in one year is measured at the undiscounted amount expected to be received or paid net of impairment, unless it is a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and financial liabilities are offset only when there is a current legally enforceable right to set off the recognised amounts and the intention to either settle on a net basis, or to realise the asset and settle the liability simultaneously.

Taxation
The Academy Trust is considered to pass the tests set out in Paragraph 1 Schedule 6 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 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.

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

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Academy Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quinquennial valuations using a prospective benefit method. As stated in Note 18, the TPS is a multi-employer scheme and the Academy Trust is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. The TPS is therefore treated as a defined contribution scheme and the contributions recognised as they are paid each year.

The LGPS is a funded scheme and the assets are held separately from those of the Academy Trust in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and gains and losses on settlements and curtailments. They are included as part of staff costs. Past service costs are recognised immediately in the Statement of Financial Activities if the benefits have vested. If the benefits have not vested immediately, the costs are recognised over the year until vesting occurs. The expected return on assets and the interest cost are shown as a net finance amount of other finance costs or credits adjacent to interest. Actuarial gains and losses are recognised immediately as other comprehensive income.

Critical accounting estimates and areas of judgement
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.

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 18, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 August 2017. 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.

1 DONATIONS AND CAPITAL GRANTS

	Unrestricted Funds £'000	Restricted general funds £'000	Restricted fixed asset funds £'000	2017 Total £'000	2016 Total £'000
DfE/ESFA capital grant for building	-	-	379	379	2,502
Private sponsorship	-	-	-	-	100
	-	-	379	379	2,602

The income from donations and capital grants in 2016 was £2,602,000 of which £100,000 was unrestricted, £2,502,000 was restricted fixed asset funds and £nil was restricted general funds.

2 OTHER TRADING ACTIVITIES

	Unrestricted Funds £'000	Restricted general funds £'000	Restricted fixed asset funds £'000	2017 Total £'000	2016 Total £'000
Catering income	-	52	-	52	41
Other income	-	3	-	3	56
	-	55	-	55	97

The income from other trading activities in 2016 was £97,000 of which £nil was unrestricted, £nil was restricted fixed asset funds and £97,000 was restricted general funds.

3 FUNDING FOR ACADEMY TRUST'S EDUCATIONAL OPERATIONS

	Unrestricted Funds £'000	Restricted general funds £'000	2017 Total £'000	2016 Total £'000
DfE/ESFA REVENUE GRANTS				
General annual grant (GAG)	-	1,226	1,226	887
Start-up grants	-	30	30	30
Other DfE/ESFA grants	-	252	252	110
TOTAL	-	1,508	1,508	1,027

The income from activities for generating funds was £1,508,000 (2016: £1,027,000) of which £nil (2016: £nil)was unrestricted, £nil (2016: £nil) was restricted fixed asset funds and £1,508,000 (2016: £1,027,000) was restricted general funds.

4 EXPENDITURE

	Staff costs	Non pay expenditure		Total	Total
		Premises	Other costs	2017	2016
	£'000	£'000	£'000	£'000	£'000
Expenditure on raising funds					
Academy Trust's educational Operations					
Direct costs	1,090	-	45	1,135	952
Allocated support costs	131	46	359	536	270
Total Support Costs	1,221	46	404	1,671	1,222

Net income / (expenditure) for the year includes:	2017 £'000	2016 £'000
Fees payable to RSM UK Audit LLP and its associates for:		
- audit	15	12

Expenditure on raising funds was £1,671,000 (2016: £1,222,000) of which £nil (2016: £nil) was unrestricted, £80,000 (2016: £nil) was restricted fixed asset funds and £1,591,000 (2016: £1,222,000) was restricted general funds.

5 CHARITABLE ACTIVITIES – ACADEMY'S EDUCATIONAL OPERATIONS

	2017 £'000	2016 £'000
DIRECT COSTS		
Teaching and educational support staff costs	1,090	911
Educational supplies	38	41
Other Direct Costs	7	-
	1,135	**952**
ALLOCATED SUPPORT COSTS		
Support staff costs	131	54
Maintenance of premises and equipment	4	1
Utilities	21	-
Cleaning	34	8
Rent and rates	1	1
Insurance	8	(8)
Depreciation	127	40
Security and transport	19	90
Catering	69	35
Bank Interest and Charges	1	1
Legal and professional fees	53	28
Audit of the financial statements	19	12
Provision for Bad Debts	8	-
Pension finance cost	41	8
	536	270
	1,671	**1,222**

Expenditure on charitable activities was £1,671k (2016: £1,222k) of which £nil (2016: £nil) was unrestricted, £80k (2016: £nil) was restricted fixed asset funds and £1,591k (2016: £1,222k) was restricted general funds.

6 STAFF NUMBERS AND COSTS

	2017 £'000	2016 £'000
Staff costs during the year were:		
Wages and salaries	810	620
Social security costs	79	55
Pension costs	137	103
	1,026	778
Supply staff costs	195	187
	1,221	**965**

Staff numbers
The average number of persons (including senior management team) employed by the Academy Trust during the year was as follows:

Educational operations	2017 No.	2016 No.
Teachers	16	12
Administration and support	11	4
Management	2	2
	29	**18**

Higher paid staff

The principal P Boxall received £99,682 (2016: £87,311) within the year, the vice principal A Edwards received £69,031 (2016: £66,670) in the year including pension contributions. No other employee received over £60,000 in the year.

Twenty of the above employees participated in the Teachers' Pension Scheme. The remainder of the employees participated in the Local Government Pension Scheme. Both pension schemes are defined benefit schemes.

Key management personnel compensation

The key management personnel of the academy trust comprise the trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions, and including employer national insurance) received by key management personnel for their services to the academy trust was £186,409 (2016: £168,628).

7 TRUSTEES' REMUNERATION AND EXPENSES

Principal and staff trustees 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 trustees. Other trustees did not receive any payments from the Academy Trust in respect of their role as trustees.

P Boxall, the Principal, received remuneration of £110,322 in 2017 (2016: £95,857) and is accruing retirement benefits under the Teachers' Pension Scheme. The contributions paid in the year amounted to £14,103 (2016: 12,353).

During the year ended 31 August 2017, no trustees (2016: none) received reimbursement for travel and subsistence expenses (2016: £nil).

Related party transactions involving the trustees are set out in note 19.

8 TRUSTEES' AND OFFICERS' INSURANCE

In accordance with normal commercial practice the Academy Trust has purchased insurance to protect trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy Trust business. The insurance provides cover up to £1,000,000 on any one claim and the cost for the year ended 31 August 2017 is included in the total insurance cost. The cost of this insurance in 2016 was borne by Hadlow College, the parent company of the Academy Trust.

9 TANGIBLE FIXED ASSETS

	Freehold land and buildings £'000	Plant and machinery £'000	Fixtures fittings and equipment £'000	Total £'000
Cost:				
1 September 2016	7,292	108	31	7,431
Additions	1,165	102	149	1,416
31 August 2017	8,457	210	180	8,847
Depreciation				
1 September 2016	-	91	10	101
Charged in the year	83	27	17	127
31 August 2017	83	118	27	228
Net book value				
31 August 2017	**8,374**	**92**	**153**	**8,619**
31 August 2016	**7,292**	**17**	**21**	**7,330**

The trust's transactions relating to land and buildings included the 2016 acquisition of the freehold on the main school building, which was donated to the trust by Hadlow College at the value of £410,390.

10 DEBTORS

	31 August 2017 £'000	31 August 2016 £'000
Trade Debtors	25	19
Amount due by Hadlow College	-	459
Prepayments	46	5
HMRC VAT	95	134
Other debtors	36	52
	202	669

11 CREDITORS: Amounts falling due within one year

	31 August 2017 £'000	31 August 2016 £'000
Trade creditors	490	900
Amount due to Hadlow College	946	-
Other creditors	23	59
Accruals and deferred income	836	916
	2,295	1,875

Deferred income

Deferred income at 1 September 2016	76	-
Released from previous years	(76)	-
Resources deferred in the year	-	76
Deferred income at 31 August 2017	-	76

12 FUNDS

	At 1 September 2016 £'000	Incoming resources £'000	Resources expended £'000	Gains, losses & transfers £'000	At 31 August 2017 £'000
RESTRICTED GENERAL FUNDS					
General Annual Grant (GAG) (excluding pension reserve)	(29)	1,226	(1,213)	-	(16)
Pension reserve	(130)	-	(41)	96	(75)
General Annual Grant (GAG)	(159)	1,226	(1,254)	96	(91)
Activities for generating funds	-	55	(55)	-	-
Start Up Grant	-	30	(30)	-	-
Other DfE/ESFA grants	-	252	(252)	-	-
	(159)	1,563	(1,591)	96	(91)
RESTRICTED FIXED ASSET FUNDS					
DfE/ESFA capital grants	6,258	379	(80)	-	6,557
	6,258	379	(80)	-	6,557
TOTAL RESTRICTED FUNDS	6,099	1,942	(1,671)	96	6,466
UNRESTRICTED FUNDS					
Unrestricted funds	-	-	-	-	-
TOTAL UNRESTRICTED FUNDS	-	-	-	-	-
TOTAL FUNDS	6,099	1,942	(1,643)	68	6,466

FUNDS PRIOR YEAR

	At 1 September 2015 £'000	Incoming resources £'000	Resources expended £'000	Gains, losses & transfers £'000	At 31 August 2016 £'000
RESTRICTED GENERAL FUNDS					
General Annual Grant (GAG) (excluding pension reserve)	(39)	936	(1,026)	100	(29)
Pension reserve	(65)	-	(8)	(57)	(130)
General Annual Grant (GAG)	(104)	936	(1,034)	43	(159)
Activities for generating funds	-	97	(97)	-	-
Start Up Grant	-	30	(30)	-	-
Other DfE/ESFA grants	-	61	(61)	-	-
	(104)	1,124	(1,222)	43	(159)
RESTRICTED FIXED ASSET FUNDS					
DfE/ESFA capital grants	3,756	2,502	-	-	6,258
	3,756	2,502	-	-	6,258
TOTAL RESTRICTED FUNDS	3,652	3,626	(1,222)	43	6,099
UNRESTRICTED FUNDS					
Unrestricted funds	-	100	-	(100)	-
TOTAL UNRESTRICTED FUNDS	-	100	-	(100)	-
TOTAL FUNDS	3,652	3,726	(1,222)	(57)	6,099

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

Restricted General Funds – This fund is for income and expenses relating to the running of the school.

Restricted Fixed Asset Fund – This fund relates to the income which is contributed towards the purchase of any assets, and any relating expenses.

Unrestricted Fund – This fund is for any income and expenditure not relating to either of the two funds.

Under the funding agreement with the Secretary of State, the academy trust was not subject to a limit on the GAG that it could carry forward at 31 August 2017.

13 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £'000	Restricted general funds £'000	Restricted fixed asset funds £'000	Total funds £'000
Tangible fixed assets	-	2,062	6,557	8,619
Current assets	-	217	-	217
Current liabilities	-	(2,295)	-	(2,295)
Pension scheme liability	-	(75)	-	(75)
TOTAL NET ASSETS AT 31 AUGUST 2017	-	(91)	6,557	6,466

ANALYSIS OF NET ASSETS BETWEEN FUNDS – PREVIOUS YEAR

	Unrestricted funds £'000	Restricted general funds £'000	Restricted fixed asset funds £'000	Total funds £'000
Tangible fixed assets	-	1,072	6,258	7,330
Current assets	-	774	-	774
Current liabilities	-	(1,875)	-	(1,875)
Pension scheme liability	-	(130)	-	(130)
TOTAL NET ASSETS AT 31 AUGUST 2016	-	(159)	6,258	6,099

14 CAPITAL COMMITMENTS

	31 August 2017 £'000	31 August 2016 £'000
Contracted for, but not provided in the financial statements	-	380

The capital commitment in 2016 relates to the final payment for the build of the main school.

15 FINANCIAL INSTRUMENTS

	31 August 2017 £'000	31 August 2016 £'000
Financial assets measured at amortised cost	61	530
	61	530
Financial liabilities measured at amortised cost	2,295	1,799
	2,295	1,799

16 RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31 August 2017 £'000	31 August 2016 £'000
Net income	271	2,504
Depreciation (note 9)	127	39
Capital grants from DfE and other capital income	(379)	(2,502)
Defined benefit pension cost less contributions payable (note 18)	38	5
Defined benefit pension finance expenditure (note 18)	3	3
Decrease in debtors	467	1,870
Increase/(decrease) in creditors	420	(904)
NET CASH INFLOW FROM OPERATING ACTIVITIES	947	1,015

17 CASH AND CASH EQUIVALENTS

	At 1 August 2016 £'000	Cash flows £'000	At 1 August 2017 £'000
Cash in hand and at bank	105	(90)	15
	105	**90**	**15**

18 PENSION AND SIMILAR OBLIGATIONS

Pension 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 Kent 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 of the LGPS 31 March 2016. There were no outstanding or prepaid contributions at either the beginning or the end of the financial year.

Teachers' Pension Scheme
Introduction
The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations 2014.

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.

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 proceeds for 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 is currently underway based on April 2016 data, whereupon the employer contribution rate is expected to be reassessed and will be payable from 1 April 2019. The pension costs paid to TPS in the year amounted to £166,133 (2016: £96,531).

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 pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2017 was £42,910, of which employer's contributions totalled £33,319 and employees' contributions totalled £9,591. The agreed contribution rates for future years are 20.0 per cent for employers and range from 5.5 per cent to 12.5 per cent for employees. Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of academy closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

Principal actuarial assumptions

	2017 %	2016 %
Rate of increase in salaries	4.2	4.1
Rate of increase for pensions in payment	2.7	2.3
Discount rate	2.6	2.2
Inflation (CPI)	2.7	2.3
Inflation (RPI)	3.6	3.2
Commutation of pensions to lump sums	50.0	50.0

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

	2017 years	2016 years
Retiring today:		
Males	23.0	22.9
Females	25.1	25.3
Retiring in 20 years:		
Males	25.2	25.2
Females	27.4	27.7

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

	Fair value at 31 August 2017 £'000	Fair value at 31 August 2016 £'000
Equities	58	54
Other bonds	1	9
Property	8	11
Cash	10	2
Gilts	3	1
Target return portfolios	3	3
TOTAL MARKET VALUE OF ASSETS	83	80

The actual return on scheme assets was £16,000 (2016: £9,000)

Amounts recognised in the statement of financial activities	2017 £'000	2016 £'000
Current service cost (net of employee contributions)	71	19
Expected return on pension scheme assets	-	-
Interest on pension liabilities	(5)	(5)
Total operating charge	66	14

Movements in the present value of defined benefit obligations were as follows:	2017 £'000	2016 £'000
At 1 September 2016	210	119
Current service cost	71	19
Interest cost	5	5
Employee contributions	9	4
Actuarial (gain)/loss	(137)	64
Benefits paid net of transfers	-	(1)
At 31 August 2017	**158**	**210**

Changes in the fair value of Academy Trust's share of scheme assets:		
At 1 September 2016	80	54
Expected return on assets	14	7
Other Actuarial gains/(losses)	(55)	-
Interest on assets	2	2
Employer contributions	33	14
Employee contributions	9	4
Benefits paid net of transfers	-	(1)
At 31 August 2017	**83**	**80**

19 RELATED PARTIES

The following related party transactions took place in the year:

During the current and the previous period the Academy Trust was under the control of Hadlow College, a Further Education college registered in England and Wales. Transactions totalling £1,199,417 (2016: £964,972) relating to the recharged expenses for salaries and lessons in the College, took place in the year. At 31 August 2017 £946,078 of this amount was outstanding and owed to Hadlow College, (2016: £458,658 was owed back to Hadlow Rural Community School)

20 MEMBERS LIABILITY

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

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO HADLOW RURAL COMMUNITY SCHOOL LIMITED AND THE EDUCATION AND SKILLS FUNDING AGENCY

Conclusion

We have carried out an engagement in accordance with the terms of our engagement letter dated 18 October 2016 and further to the requirements of the Education and Skills Funding Agency ('ESFA') as included in the Academies Accounts Direction 2016 to 2017, to obtain limited assurance about whether the expenditure disbursed and income received by Hadlow Rural Community School Limited during the period 1 September 2016 to 31 August 2017 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

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 2016 to 31 August 2017 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

Basis for conclusion

The framework that has been applied is set out in the Academies Accounts Direction 2016 to 2017 Part 9: Regularity Reporting. We are independent of Hadlow Rural Community School Limited in accordance with the ethical requirements that are applicable to this engagement and we have fulfilled our ethical requirements in accordance with these requirements. We believe the assurance evidence we have obtained is sufficient to provide a basis for our conclusion.

Responsibilities of Hadlow Rural Community School Limited's accounting officer and the trustees

The accounting officer is responsible, under the requirements of Hadlow Rural Community School Limited's funding agreement with the Secretary of State for Education dated 19 August 2014 and the Academies Financial Handbook extant from 1 September 2016, 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. The accounting officer is also responsible for preparing the Statement of Regularity, Propriety and Compliance. The trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the proper conduct and financial operation of Hadlow Rural Community School Limited and appointment of the accounting officer.

Reporting Accountant's responsibilities for reporting on regularity

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 2016 to 2017.

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 the procedures performed vary in nature and timing from, and are less in extent than for a reasonable assurance engagement; consequently a limited assurance engagement 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.

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 2016 to 31 August 2017 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

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 the specific requirements of the funding agreement with the Secretary of State for Education, the Academies Financial Handbook 2016 published by the Education and Skills Funding Agency and high level financial control areas where we identified a material risk of irregularity is likely

to arise. It also included areas assessed as presenting a higher risk of impropriety. We undertook detailed testing, on a sample basis, based on the identified areas where a material irregularity is likely to arise, or potential impropriety where such areas are in respect of controls, policies and procedures that apply to classes of transactions. Our work was undertaken with due regard to the 'Evidence to support conclusion on regularity' guidance in Academies Accounts Direction 2016 to 2017.

This work was integrated with our audit on the financial statements and evidence was also derived from the conduct of that audit to the extent it supports the regularity conclusion.

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

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15/12/17