

Company Registration Number: 07952786 (England & Wales)

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2020

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

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THE ARCHER ACADEMY
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS

Members

Sanjay Maraj
Toby Blume
Avis Johns
Sarah Pearce
David Adams (appointed 26 September 2019)

Trustees

Adam Fagan, Governor (resigned 7 September 2020)
Andry Moustras, Governor (resigned 9 July 2020)
Avis Johns, Chair of Governors (resigned as Governor 26 September 2019,
resigned as Chair of Governors 26 September 2019)
Benjamin Overlander, Governor (appointed 23 January 2020)
Benjamin Whittaker, Governor
Bryan Marcus, Governor (resigned 27 January 2020)
Cathy Halstead, Governor
Claire Straus, Governor
David Adams, Chair of Governors (appointed as Chair of Governors 26 September
2019)
Grace Palazzolo, Governor
Jacqueline Ochong, Governor (appointed 23 January 2020)
Johanna Moses, Governor
John Arvanitis, Governor (appointed 23 January 2020)
Jon Hindmarsh, Governor (resigned 9 July 2020)
Judith Vandervelde, Governor
Katherine Wiseman, Governor (appointed 23 January 2020)
Louise Dobrin-Glaser, Governor
Lucy Harrison, Headteacher
Patricia Choiral, Governor (resigned 9 July 2020)
Sarah Pearce, Governor (resigned 12 December 2019)
Simran Jouhal, Governor
Tahirah de Aguiar Chaves, Governor (appointed 23 September 2020)
Toby Blume, Governor

**Company registered
number**

07952786

Company name

The Archer Academy

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Principal and registered office	3 Beaumont Close The Bishops Avenue London N2 0GA
Company secretary	Sarah Pearce (resigned 10 January 2020) Toby Blume (appointed 12 December 2019)
Clerk to the governors	Maisie Cox
Senior leadership team	Lucy Harrison, Headteacher Joanna Mahoney, Senior Assistant Headteacher (appointed 1 September 2019) Lindsay Gillham, Assistant Headteacher Oliver Oakley, Assistant Headteacher Paul Morrison, Assistant Headteacher Leo Latter, Assistant Headteacher/Designated Safeguarding Lead/Head of SEND/Inclusion Richard Gillo, Senior Teacher Amber Martin, Senior Teacher (appointed 1 September 2019) Leanne Chase, Director of Finance Michele Harrison, Business Manager
Independent auditors	MHA MacIntyre Hudson Chartered Accountants Statutory Auditors 6th Floor 2 London Wall Place London EC2Y 5AU
Bankers	Lloyds Bank PLC Threadneedle Street London EC2R 8AU The Co-Operative Bank Plc Skelmersdale WN8 6WT

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2020

The trustees present their annual report together with the financial statements and auditor's report of the charitable company for the period 1 September 2019 to 31 August 2020. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

The Academy Trust operates an academy for pupils aged 11 to 16 serving a catchment area in East Finchley and the surrounding area. It had a pupil capacity of 786 and had a roll of 790 in the school census on 3 October 2019.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The Academy Trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the Academy Trust. The trustees of the Archer Academy Trust Limited are also the directors of the charitable company for the purposes of company law. The charitable company operates as the Archer Academy.

Details of the trustees who served during the year, and to the date these accounts are approved are included in the Reference and Administrative Details on pages 1 and 2.

Members' Liability

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

Trustees' Indemnities

The academy trust 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 provides cover up to £10,000,000 (2019 - £10,000,000). It is not possible to quantify the Trustees and officer's indemnity element from the overall cost of the RPA scheme. The cost of this insurance is included in the total insurance cost.

Method of Recruitment and Appointment or Election of Trustees

In accordance with the Articles of Association, procedures were established for the election of staff and parent Governors. Under the terms of the Academy Trust's Articles of Association and Funding Agreement, the Members of the Trust and the Governing Body have powers to appoint Governors.

The Governors undertake a regular skills audit, based on the National Governors' Association model, to appraise existing competencies and identify any areas for development. In addition to this the Chair and Vice-chair(s) of governors look at the membership of the board and succession planning on an annual basis and hold annual governor reviews in early summer each year. During the year recruitment was undertaken to appoint new governors to the Board.

An open invitation for applications was made with particular attention given to publicising the opportunity to parts of the community that may not ordinarily apply to join the Board. Applications from a strong field of candidates was received and following an interview process 5 new governors were appointed to the Board.

Policies and Procedures Adopted for the Induction and Training of Trustees

The Governors have established the expectation for the appointment and running of a skilled and dedicated Governing Body. To that end a series of procedures and standards were established in order to set out and operate this framework.

To support and induct new governors a handbook is provided which contains Articles of Association, history and vision of the Archer Academy, guidance from DfE and NGA, a job description and a copy of 'Welcome to Governance' (NGA publication). Further, new governors are offered a 'buddy' – an experienced governor able

TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2020

to act as a sounding board and to offer advice or guidance.

In addition, the Academy benefits from support provided by Governor Services at the Local Authority (and associated training) and information from NGA. Governors subscribe to The Key Support for Governors and have attended received training or briefing information during the period on topics including pastoral care and wellbeing, SEND, literacy teaching and learning and detailed information relating to reopening after lockdown and public health planning in relation to coronavirus.

Organisational Structure

The Governing Body of the Archer Academy is concerned with the strategic management of the Academy. In accordance with section 104 of the Articles of Association the Governors delegate operational management to the Head Teacher in order that she may lead day to day running of the organisation, management and control, including the implementation of policies established by the Governing Body. The Head Teacher is appointed as the Accounting Officer.

The Governing Body has established a committee structure in order to facilitate detailed scrutiny, risk management and development of key areas. Terms of reference for each committee and limits to delegated authority have been established and are reviewed each year.

Committees of the Governing Body:

- Finance and Audit
- Education and Standards
- Pastoral and Wellbeing
- Fundraising and Business Development
- Resources
- Pay Committee

Working Group of the Governing Body:

- Communications and Community Engagement

A member of senior leadership is a member of each committee.

A bi-monthly Strategy and Planning meeting is convened to enable effective coordination between and across committees.

Responsibilities, priorities and progress of the committees are reported regularly to the Governing Body.

Associate governors are appointed by the Governing Body to contribute to its work.

Associate governors may attend the meetings of the Governing Body, which decides their voting rights. Their voting rights are limited by law to exclude matters concerning the budget, admissions, pupil discipline and the election or appointment of governors. Associate governors are not governors and are not included in the school's Instrument of Government.

Associate governors to the Governing Body:

- Natalia Cid, Fundraising
- Seema Shah, Finance and Audit
- Gary Bilkus, Information Technology

TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2020

Arrangements for setting pay and remuneration of key management personnel

Pay and remuneration for all of the academy's key management personnel is determined in accordance with the "School teachers' pay and conditions document 2020 and guidance on school teachers' pay and conditions" (September 2020) and, where relevant, the local government pay arrangements. When determining an appropriate pay range, the school considers all of the permanent responsibilities of the role, any challenges that are specific to the role, and all other relevant considerations. In line with our Pay Policy, appropriate differentials are created and maintained between posts within the school, recognising accountability and job weight, and the governing body's need to recruit, retain and motivate sufficient employees of the required quality at all levels.

Head Teacher

The Head Teacher is appraised annually by the Head Teacher's performance management panel of the governing body, supported by a suitably skilled and experienced external adviser who has been appointed by the governing body for that purpose. The performance management panel consists of the Chair of Governors and two other governors.

The Head Teacher must demonstrate sustained high quality of performance, with particular regard to leadership, management and student progress at the Academy and is subject to a review of performance against performance objectives before any performance points are awarded. Objectives are focused on key school priorities and take account of the relevant Head Teacher standards. The objectives developed are SMART and measured accordingly. Objectives may be revised if circumstances change. The Head Teacher's objectives are set by the Head Teacher's performance management panel.

Salary progression for the Head Teacher is recommended by the Head Teacher's Performance Management panel and ratified by the Full Governing Body.

Other key management personnel

All other key management personnel (the academy's senior leadership team) are appraised annually by the Head Teacher. They must demonstrate sustained high quality of performance in respect of Academy leadership and management and, where relevant, student progress and are subject to an annual review of performance against their performance objectives before any performance points are awarded.

The performance management objectives are linked to the relevant standards and are linked to key school priorities and are appropriate to the leadership role and level of experience. Objectives may be revised if circumstances change. The Head Teacher is responsible for setting the objectives.

Salary progression for key management personnel (excluding the Head Teacher) is recommended by the Head Teacher and ratified by the Pay Committee (consisting of governors from the Education and Standards, Resources and Finance and Audit Committees). Any increase will be clearly attributable to the performance of the member of the senior leadership team in question. In all case, the Pay Committee is able to justify its decisions.

If the evidence shows that the Head Teacher or any other member of the key management personnel has displayed exceptional performance, the governing body will consider awarding enhanced pay progression, up to the maximum of 1 additional point.

Trade union facility time

During the year ended 31 August 2020, no employees took up the opportunity to stand as trade union representatives therefore none of the Trust's pay bill was spent on facility time. However, the academy purchased Trade Union facilities time from the Local Authority at a cost of £1,636 for the year (2019 £1,593).

TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2020

Related Parties and other Connected Charities and Organisations

We work in a strategic partnership with Woodhouse College to secure post 16 provision for our students. The Head Teacher sits on the Governing Board at Woodhouse College. Archer Academy students secure priority admission to the College, as long as they secure the admissions requirements. Both institutions work on a range of collaborative projects.

More widely, in line with our principles for community engagement we are actively working to develop effective cooperation with a range of local businesses, organisations and other schools.

OBJECTIVES AND ACTIVITIES

Objects and Aims

The objects of the Archer Academy are to advance for the public benefit, education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing a school offering a broad and balanced curriculum.

Objectives, Strategies and Activities

As a strategic body, the governors are focused on the long-term success of the school and the ambition of establishing a highly successful, first-choice secondary school serving the local community. Despite the ongoing challenges posed to delivering our strategic objectives in the midst of the coronavirus pandemic, we remain focused on ensuring that our progress continues into the future.

At the beginning of each academic year, the school's senior leadership team and governing board agree the School Development Plan (SDP). This is a strategic document which sets the school's priorities for the year ahead and specifies steps to be taken to deliver them. The governing board scrutinises the school's progress against these priorities through its six committees. Each has a specific area of focus, and is charged with supporting and challenging staff to ensure that the vision of the school is realised, and the SDP adhered to, in the way that it operates on a day-to-day basis. The board also meets regularly to discuss key developments, opportunities and challenges at full board and through Strategy and Planning meetings.

Public Benefit

The Governors of the Academy Trust have complied with their duty to have due regard to the guidance on Public Benefit published by the Charity Commission in exercising their powers and duties. The activities undertaken to further the Academy Trust's purpose for the Public Benefit include the provision of educational facilities that are accessible and appropriate for children from the whole community, regardless of race, gender, faith, disability, sexuality or socio-economic background. The development and delivery of a programme of community engagement that actively benefits the whole community within which the school operates.

STRATEGIC REPORT

Achievements and Performance

Covid-19 has dominated the year and has presented a series of challenges which we could never have envisaged. The extended closure of our school for the majority of students, whilst staying open for children of keyworkers and those who were most vulnerable; the cancellation of GCSE examinations in the summer and move to Centre Assessed Grades; the transition to virtual learning and the creation of a Covid-safe working environment – these are just a few of the challenges to which the school has risen so magnificently.

Whilst Governors have supported the school through challenge and scrutiny of the various risk assessments and plans directly related to the pandemic, we also sought to ensure that the school continued to deliver the vision strands of realising potential and inspiring creativity, which has certainly achieved, despite the difficult circumstances. It has also been hugely impressive to see the school continue with the third strand, engaging with our community, at a time when doing so has never been more important.

TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2020

We were delighted by the excellent results secured by our third cohort of students, in what was certainly an unusual year. These results saw the highest results achieved by the school, in line with our predictions for this cohort.

As with other schools, our results were based on Centre Assessment Grades determined by departments and moderated at a school level to be in line with last year's results. In terms of attainment, headline figures include 83% of our students gaining five or more GCSEs including Maths and English at grade 4+. Furthermore, 43% of all grades were awarded at 7 to 9 (the equivalent of the old A-A*).

These results placed us well above national averages, with a projected Progress 8 score of around 0.9. Although league tables have not been published for this year, due to the circumstances in which grades were allocated, we are confident that these results would have led to us retaining our position in the top 10% of schools nationally.

Our class of 2020 have now moved successfully on to their post-16 destinations, with most able to secure their first choice. The majority transferred to Woodhouse College, one of our strategic partners, with others joining our other partner college, Barnet & Southgate. Other destinations included the London Screen Academy, City & Islington College, Henrietta Barnet, Highgate and UCS.

Key Performance Indicators

Following discussion of a range of possible financial performance indicators the Trustees selected four KPIs that they feel provide a good indication of the financial health of the organisation and provide a suitable breadth of information to assist internal and external accountability.

KPIs

- Total revenue income (excluding capital)/ pupil £7,165 (2019 - £7,184)
- Total GAG/pupil £5,511 (2019 - £5,463)
- Staff costs/total revenue income (excluding capital) 78% (2019 – 74%)
- Teaching staff costs/per pupil £3,988 (2019 - £3,744)

The figures show an increase in statutory GAG funding per pupil, combined with a marginal decrease in total revenue income per pupil, reflecting the constraints that the lockdown period placed on our ability to raise self-generated income. The Trustees will continue to monitor closely the variation between total revenue income per pupil and total GAG per pupil to determine the respective level of dependence on statutory and non-statutory sources of funding. Trustees will endeavour to strike a balance between maximising fundraising and earned income, without becoming overly dependent on it to operate.

The proportion of staff costs to total revenue income has increased by 4 percentage points to 78 per cent and teaching staff costs per pupil have increased significantly compared to the prior year. This largely reflects the increase in the Teacher Pensions employer contribution rate from 16.48% to 23.68% at the beginning of the 2019/20 academic year, and as such, this is in line with expectations, although the Trustees will continue to monitor the position and consider whether these figures should be reduced over time.

Going Concern

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

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2020

FINANCIAL REVIEW

During the year the academy received total incoming funds of £5,684,469 (2019 - £5,587,776) and total expenditure was £6,154,909 (2019 - £5,882,988). After an actuarial gain on the defined benefit pension scheme of £86,000 (2019 - £165,000 loss), this resulted in a negative movement for the year of £384,440 (2019 - £460,212).

The Trust's total funds stood at £26,704,911 at the year-end (2019 - £27,089,351), with the vast majority of these relating to the Trust's restricted fixed asset fund of £27,106,793 (2019 - £27,487,884), mainly representing property assets at Beaumont Close and Eagans Close. The restricted fixed asset fund includes unspent capital income of £48,213 (2019 - £56,827).

The academy has reported an in-year revenue surplus of £132,651 (2019 - £179,193), giving a surplus on reserves as at 31 August 2020 of £190,118 (2019 - £57,467).

The primary source of income was funding from the Department for Education, via the Education and Skills Funding Agency, of £4,773,692 (2019 - £4,451,623). Other income has been received in the form of charitable donations and grants, which have been offered in order to enhance the quality and type of provision the academy can offer.

Reserves Policy

The Governors recognise that when the Academy is in a position to do so, it will need to hold reserves for a range of reasons. The Governors will always try to match income with expenditure in the current year by setting and managing a balanced budget. We will carry forward reserves when we are in a position to do so and in the context of a clear understanding of how such reserves will be used to benefit our students.

Our aim will be to build up our reserves to use as follows:

- Provide contingency funds to deal with minor adjustments to expenditure from a range of budget areas
- Implement future strategies in line with the school development plan
- Invest as necessary in the maintenance of our capital assets
- Protect against any shortfall from rental income and other income generating initiatives
- Provide sufficient working capital to cover delays between spending and receipt of grant income
- Provide a cushion to deal with unexpected emergencies and long term sickness
- Cash flow management to enable variable cash demands.

The Governors have determined that the appropriate level of unrestricted reserves should be approximately £380,000.

At 31st August 2020, the Academy held funds of £26,704,911 of which £121,376 was unrestricted and £26,583,535 was restricted, and £27,106,793 related to fixed assets. The Governors have decided that, with the significant uncertainty and challenges posed by the coronavirus pandemic, surplus funds held at 31st August 2020 should be retained for anticipated, but unknown requirements. The Governors recognise that the current financial climate and the ongoing pressures on school budgets make it difficult to build up reserves whilst maintaining the necessary level of expenditure required to deliver the Academy's vision. They will continue to monitor the position closely and to identify opportunities to build up reserves as soon as it is practical to do so.

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2020

At 31 August 2020 the total funds comprised:

Unrestricted		£ 121,376
Restricted:	Fixed asset funds	£ 27,106,793
	GAG	£ 7,041
	Pension reserve	£ (592,000)
	Other	£61,701
		<u>£26,704,911</u>

Investment Policy

Surplus funds are held in an interest-bearing bank account (0.1%).

The Academy's investment policy, in accordance with the school's wider procurement policy, is based on extracting maximum social value from the use of resources. This is based on an assessment of social, environmental and economic benefits and costs, in accordance with the Public Services (Social Value) Act 2012.

Principal Risks and Uncertainties

The Academy Trust practices through its Board, namely the Governing Body and the constituted sub-committees, risk management principles. Any major risks highlighted at any sub-committee are brought to the main Board with proposed mitigating actions and they continue to be reported until the risk is adequately mitigated. The Chair of Governors and Head Teacher also review major risks as part of their regular meetings.

The Governing Body accepts managed risk as an inevitable part of its operations but seeks to avoid unacceptable levels of risk in any area. The subjective nature of this process requires major risks to be resolved by the Governing Body collectively, whilst more minor risks are dealt with by senior leaders or sub-committees.

The principal risks facing the Academy are:

- Reputational risk – mitigated by a Communications operational group, overseeing and delivering a programme of effective and proactive communications, designed to minimise the likelihood of reputational risks and respond in a timely and effective manner to any perceived or actual reputational risks.
- Performance risk – mitigated by an Education and Standards Committee, overseeing school performance and ensuring adequate systems and procedures are in place to monitor performance risks. Individual learning plans and regular monitoring of pupil data are used to mitigate against performance risks. The establishment of a robust school development plan, closely aligned to the school's vision and ethos, provides clear and measurable performance targets, which are monitored closely by the Governors and through regular Head Teacher reports.
- Financial Risk – The principal financial risks are a reduction in pupil numbers, reducing the Academy's income, unbudgeted increases in teaching or support staff costs, or that financial management, controls or reporting are not sufficiently robust. The risks presented here are mitigated by close financial control and regular reporting to the Finance and Audit Committee to monitor expenditure on a monthly basis and governor monitoring of staffing levels and requirements through the Resources Committee. A fundraising and income generation strategy, overseen by a Fundraising and Business Development Committee, has been established to secure additional income, to offset the risk of any unforeseen expenditure becoming necessary.
- Risks associated with personnel – the principal personnel risks relate to the loss of key staff and any delays or difficulties in replacing them. These risks are mitigated by the oversight of the Resources committee which seeks to ensure the Academy has sufficient staffing levels, adequate systems and

TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2020

procedures in place to monitor and support staff and a long-term staffing plan and recruitment schedule linked to the financial forecasts for the school.

- IT system failures, whether a single major incident or multiple minor ones, and whether due to technical failure, or malicious activity, could compromise the school's ability to operate effectively and impact on other systems and operations. Operating a single integrated IT system across two operational sites poses a further risk of systems failure. These risks are mitigated by the appointment of a dedicated Premises Manager and Business Manager with responsibility to oversee IT and infrastructure and to manage IT staff. The Resources Committee provides oversight and scrutiny at a strategic level to ensure appropriate policies and procedures are in place to mitigate risks.

In addition to these, the coronavirus pandemic has posed significant risks to the Academy fulfilling its objectives. These include public health risks to students and staff posed by virus transmission; the ability to continue operating from the school premises as a result of national or local lockdowns or due to staff catching Covid-19, self-isolating or shielding and loss of income as a result of being unable to fundraise through traditional methods.

A detailed risk assessment was undertaken and mitigation plans put in place to ensure the Academy was able to reopen safely following the easing of lockdown restrictions, based on guidance from DfE and Public Health England. These plans are constantly monitored and refined to reflect changing guidelines, local circumstances and experiential learning.

FUNDRAISING

Fundraising is always an important issue for schools. At the Archer Academy we are ambitious in our desire to offer every student more than just a basic education. The coronavirus pandemic has impacted on the demand for funds and limited opportunities to undertake traditional fundraising activities and self-generated income. The Fundraising and Business Development committee has an even more critical role to play. We work to secure both specific and general extra funds from a variety of sources, so the school can provide students with the opportunities and resources that will allow them to reach their full potential.

A highlight of 2019-20 was the Laptops for Learners fundraising appeal which raised £9,754 from parents and other supporters to provide laptops for students that did not have the IT required to access remote learning from home. Our school community continues to be a generous source of income, despite the financial hardship many have experienced as a result of coronavirus. Our parent contribution scheme generated £78,260 in the 2019-20 period.

We also raised funds through a variety of other school and community activities, though this have been limited due to lockdown and social distancing measures. We are grateful for the continued financial support from John Lyon's Charity for our enrichment programme.

TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2020

PLANS FOR FUTURE PERIODS

Whilst it is hard for all of us to imagine what life will look like in the months ahead, the efforts and aspirations of the Governing Board remain high, and we are more determined than ever to ensure that our students' education and wellbeing are encouraged and protected.

Although we have moved our regular meetings to a remote platform, we are no less focused on our important tasks of supporting and challenging the school's leaders to deliver the School Development Plan and the school's founding vision.

Among our other priorities for the year ahead are the increased use of technology throughout the school, and addressing the issues highlighted by the Black Lives Matter movement. We are particularly keen to explore wider issues of diversity and inclusion among our student and staff bodies, and to ensure that no student's life chances are limited as a result of the Covid-19 pandemic.

Our priorities and ambitions for the 2020 2021 academic year are set with a full and clear respect of the complex challenges we face, owing to Covid-19. We recognise that the wellbeing of staff and students must be secure and must be the central and driving priority before anything else is possible. For all members of our community to thrive they must feel safe, secure and nurtured.

1. **Academic Results/Progress 8.** To secure substantial and sustained progress for all students regardless of their starting points aiming for an overall progress measure of 0.8.
2. **Realising Potential.** To secure student grades at least as high as FFT targets in all subjects.
3. **Curriculum.** Each subject level curriculum has been reviewed and mapped to enable core principles to be secured and essential skills and knowledge to be taught effectively. This will be underwritten by a diagnostic approach which recognises and addresses gaps in knowledge and misconceptions. A clear timeline is in place for the next stage of our curriculum development programme. Curriculum paperwork is secured and shared with stakeholders.
4. **Literacy.** To ensure that all students have the opportunity to access a wide range of reading texts and through this see the value of reading in improving their progress across the curriculum.
5. **Technology.** To maximise the use of new technologies to enable high quality teaching and learning and efficient school processes and systems.
6. **Behaviour and Discipline.** To build on the excellent systems and processes in place to support a further reduction in behaviour codes, for all groups of learners, through early identification and impactful intervention.
7. **Financial.** To secure long term financial sustainability, enabling an ambitious and flexible strategic approach, whilst recognising the financial constraints imposed during this period of Covid-19 recovery.
8. **Operational.** To secure a safe campus environment in response to the challenges of Covid-19. To secure operational effectiveness to ensure the development of our campus, including the digitalisation of processes.

These priorities will drive the school's operational activity and provide the focus for the Governing Board and Committees in the year ahead.

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TRUSTEES' REPORT (continued)
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FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS

The Academy and its Governors hold no funds on behalf of others as Custodian Trustees.

AUDITOR

In so far as the trustees are aware:

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

Following a competitive tendering exercise in the previous year reported, MacIntyre Hudson were reappointed as auditors.

The Trustees' report, incorporating a strategic report, was approved by order of the board of trustees, as the company directors, and signed on the board's behalf by:



.....
David Adams
Chair of Trustees

Date: 11 January 2021

THE ARCHER ACADEMY
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GOVERNANCE STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2020

SCOPE OF RESPONSIBILITY

As trustees we acknowledge we have overall responsibility for ensuring that The Archer Academy 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.

As trustees, we have reviewed and taken account of the guidance in DfE's Governance Handbook and competency framework for governance.

The board of trustees has delegated the day-to-day responsibility to Lucy Harrison (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 The Archer Academy Trust and the Secretary of State for Education. They are also responsible for reporting to the board of trustees any material weaknesses or breakdowns in internal control.

GOVERNANCE

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The **board of trustees** has formally met **8** times during the year, including the AGM and one EGM. Attendance during the year at meetings of the board of trustees was as follows:

Trustee	Meetings attended	Out of a possible
David Adams	8	8
Toby Blume	8	8
Sarah Pearce	2	2
Andry Moustras	7	8
Jon Hindmarsh	7	8
Cathy Halstead	7	8
Patricia Choral	8	8
Grace Palazzolo	8	8
Claire Straus	8	8
Bryan Marcus	2	3
Louise Dobrin	7	8
Ben Whittaker	7	8
Johanna Moses	6	7
Adam Fagan	7	8
Ben Overlander	5	5
John Arvantis	5	5
Jacqueline Ochong	5	5
Katie Wiseman	4	5
Tahirah De Aguiar Chaves	5	5
Lucy Harrison (Headteacher)	8	8
Simran Jouhal	5	8
Judith Vandervelde	8	8

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GOVERNANCE STATEMENT (continued)
FOR THE YEAR ENDED 31 AUGUST 2020

The Governor Development and Audit policy which sets out the Board's approach to strategically evaluating its own performance and addressing any gaps or areas for improvement. A Board skills audit was conducted in the 2020 summer term. The skills audit used the NGA's standard set of questions, asking governors to score their abilities, scoring from 1 (weakest) to 5 (strongest). In most categories, the board is well represented by skilled and knowledgeable individuals. The areas where the board is weaker are mostly in a school-specific context. For example, the board has a good deal of experience of matters related to finance in general, but much less of finance within the school sector. The same is true of HR and inspection/oversight within the school context. This is an area where school-specific training has been identified as being beneficial. Even within the lowest scoring categories we have at least one, and usually more than one Governor, who have rated themselves 4 or 5, and several who have rated themselves 3.

The lowest scoring categories are school inspection and school HR. Since the audit was undertaken a new governor with strong experience of inspection/oversight was coopted to join the Board.

The finance and audit committee is a committee of the main board of trustees. Its purpose is: Ensuring sound management of the Academy's finances and resources, including proper planning, monitoring and probity in line with the statutory and non-statutory guidance and good practice and providing assurance regarding the identification and management of risk.

The committee met 6 times during the course of the year. Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
Toby Blume (Chair)	6	6
Patricia Choiral	5	6
Jacqueline Ochong	4	4
Isobel Collinge	6	6
Seema Shah	5	6
Lucy Harrison (Head Teacher and Accounting Officer)	5	6
Leanne Chase (Finance Director and Chief Finance Officer)	6	6
Michele Harrison (Business Manager) (attending as required)	4	6

REVIEW OF VALUE FOR MONEY

As accounting officer, the Head Teacher 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 trustees where value for money can be improved, including the use of benchmarking data where appropriate. The accounting officer for the Academy Trust has delivered improved value for money during the year by:

The Archer Academy takes a prudent approach to expenditure. With approximately 75% of the Academy Trust budget spent on staffing, staffing structures are reviewed annually to ensure that they are fit for purpose and can adapt and respond to support the successful attainment of the objectives within the Academy Trust development plan. Our staffing headcount was maintained at the end of the 2019/20 academic year, following both a curriculum and staffing structure review. However, where posts were replaced this was not necessarily done on a like by like basis, as result protecting our budget and future salary projections. The maintenance of our staffing headcount has enabled us to better whether the staffing challenges experienced since the pandemic and not required spend on agency supply staff.

GOVERNANCE STATEMENT (continued)
FOR THE YEAR ENDED 31 AUGUST 2020

The Academy Trust has a high proportion of skilled and experienced teaching and non-teaching staff, who are very effectively deployed to provide best value. Teachers' appraisal and support staff appraisal systems are in place, and HR policies, such as Whistleblowing, are implemented. Staff members have had a range of training opportunities, relating to: safeguarding, assessment for learning; curriculum development, e-safety; promoting independent study; behaviour for learning, literacy across the curriculum, raising achievement, developing and maintaining positive well-being and special educational needs. Owing to the challenges presented by the pandemic and school closure, our staff have been quickly upskilled in the use of new technologies and much of our CPD provision for the latter part of the spring, summer and early autumn has been focused here. As a result we have been able to provide a confident and robust blended curriculum to protect our students learning and support their well being.

Several members are due to complete leadership and development courses; these were delayed at the end of the 2019/2020 academic year, and this will see staff awarded both the NPQML and NPQSL. These were part funded by the school. Additionally, one member of the senior team has been awarded the PTI Leadership Award for their work on Curriculum. We continue to take part in the Challenge Partners Review Programme and this has enabled members of the senior leadership team to complete leadership review activities at other schools; highlighted as a strength in professional development through the appraisal programme

We continue to work with EPM for both payroll and HR advice. Detailed monthly reconciliations of payroll are undertaken by the Finance Director to ensure that payments to staff are correct.

Monthly budget monitoring reports are produced by the Finance Director, with recommendations made for any corrective actions necessary in order to deliver an outcome within budget. In 2019/20 spending across school was reduced, in relation to consumables, owing to school closure and also in areas such as exam invigilation. However, COVID costs became significant from late spring as we prepared to reopen the school. COVID costs are carefully tracked and calculated within our COVID cost centre. COVID costs are reviewed at both the Resources and Finance Committee to ensure value for money. Spend in this essential area is taken prudently but with health and safety front and centre. Aside from hygiene, ICT and technologies spend will continue to be priority moving forwards.

Strategic risks are reviewed termly by the Finance Committee during the year with challenge on actions taken to manage and mitigate against the risks. In balancing risk against return the Archer Academy policy is clearly geared towards minimising risk rather than maximising returns. In view of increasingly tight financial resources in 2020/201 the Archer Academy continued to place an even higher priority on scrutinising purchase order requests in order to reduce the likelihood of wasteful spending. Careful and prudent approaches will be taken around spending as a result of COVID to ensure that we are securing value for money whilst being proactive in our approach to securing our physical school and protecting the education of our students. We are mindful of challenges in relation to fundraising, our catering contract and external lettings in relation to our income and have readjusted our KPIs as a result. Finally, levels of financial control are regularly reviewed and identify strong confidence with budget forecasting.

The Archer Academy has in place a rolling programme of budget planning which focuses not only on the current and next financial year but also on the medium to longer term. We are constantly reviewing areas of spending and looking at ways to deliver savings, balance the budget and improve value for money. In reviewing expenditure, we have participated in benchmarking exercises to identify areas where we appear to be high spending. In doing so the Academy has sought to get the optimum balance between quality and cost. A strategic planning meeting took place in spring 2020 between senior members of staff, including the Finance Director, and senior governors building on the impact of this meeting in the previous school year. This will continue to be an annual point of reflection and review within the academic year.

We approach the upcoming financial year with caution, owing to the pandemic and recognise the need to be flexible and nimble in our approaches. We know that we are likely to face ongoing challenges but secure and firmly scrutinised financial budgeting and planning has ensured that we are best placed to do this.

GOVERNANCE STATEMENT (continued)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic Target Setting

A central school objective and target, in relation to finance, has been set within the main school development plan. This forms one of the schools 'topline strategies' and as such the responsibility to achieve it is shared by all members of staff. That objective is to secure long-term financial sustainability, enabling an ambitious and flexible strategic approach, whilst recognising the financial constraints imposed during this period of Covid-19 recovery.

A set of KPIs have also been developed to measure progress against this overall objective.

- Balanced budget or, ideally, a surplus of £25,000 without compromise of the offering and outcomes for students
- Fundraising achievements contribute £22,000 to the bottom line.
- Maximum number on roll (798) on census day
- Monitoring of agreed financial KPIs
- Maintained level of parental donations
- Consistency of parental contributions across all year groups
- Funding secured for Enrichment, and mental health and wellbeing initiatives
- £32,500 (50%) Lettings income
- Sharing of the financial challenges across the whole staff body to embed culture of propriety, accountability and value for money
- Buy-in from all to achieve best value and reduced waste – Carry forward of 5% of departmental budgets
- Improved outcomes for pupil students/narrowing of the pupil premium gap
- Improved outcomes for students with low prior attainment

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 The Archer Academy Trust for the period 1 September 2019 to 31 August 2020 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 period 1 September 2019 to 31 August 2020 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the board of trustees.

GOVERNANCE STATEMENT (continued)
FOR THE YEAR ENDED 31 AUGUST 2020

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 general purposes committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes
- setting targets to measure financial and other performance
- clearly defined purchasing (asset purchase or capital investment) guidelines
- delegation of authority and segregation of duties
- identification and management of risks

The board of trustees has considered the need for a specific internal scrutiny function and decided to appoint Jacqueline Ochong as a non-employed and suitably qualified person to provide internal audit and agreed a schedule of work for the 2019-20 year.

The internal auditor role includes giving advice on financial matters and performing a range of checks on the academy's financial systems. On a termly basis, the internal auditor reports to the board of trustees on the operation of the systems of control and on the discharge of the board of trustees' financial responsibilities. The internal auditor's control objectives included:

- Month end procedures
- Review of bank reconciliations and expenses
- Review of the Payroll system
- Review of Petty Cash
- Review of governance
- Review of policies

On a termly basis the responsible officer reports to the board of trustees, through the Finance and Audit Committee on the operation of the systems of control and on the discharge of the board of trustees' financial responsibilities.

GOVERNANCE STATEMENT (continued)
FOR THE YEAR ENDED 31 AUGUST 2020

REVIEW OF EFFECTIVENESS

As accounting officer, the head teacher 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 including use of the school resource management self-assessment tool
- 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 audit committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the members of the board of trustees and signed on its behalf by:



.....
David Adams
Chair of Trustees



.....
Lucy Harrison
Accounting Officer


THE ARCHER ACADEMY
(A Company Limited by Guarantee)

STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE

As accounting officer of The Archer Academy I have considered my responsibility to notify the academy board of Trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the academy, under the funding agreement in place between the academy 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 2019.

I confirm that I and the academy board of Trustees are able to identify any material irregular or improper use of all funds by the academy, or material non-compliance with the terms and conditions of funding under the academy's funding agreement and the Academies Financial Handbook 2019.

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



Lucy Harrison, Headteacher
Accounting Officer
Date: 11 January 2021

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2020

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

Company law requires the Trustees to prepare financial statements for each financial 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 period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2019 and the Academies Accounts Direction 2019 to 2020;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

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

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

David Adams
Chair of Trustees



Date: 11 January 2021

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE ARCHER ACADEMY

Opinion

We have audited the financial statements of The Archer Academy (the 'academy') for the year ended 31 August 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2019 and the Academies Accounts Direction 2019 to 2020 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the academy's affairs as at 31 August 2020 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2019 to 2020 issued by the Education and Skills Funding Agency.

Basis for opinion

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

Conclusions relating to going concern

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 academy'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.

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE ARCHER ACADEMY (CONTINUED)

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Other information includes the Reference and Administrative Details, the Trustees' Report including the Strategic Report, and the Governance Statement. 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.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the 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 our knowledge and understanding of the academy and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the 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, 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.

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE ARCHER ACADEMY (CONTINUED)

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

Use of our report

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



Brendan Sharkey FCA (Senior Statutory Auditor)

for and on behalf of

MHA MacIntyre Hudson

Chartered Accountants

Statutory Auditors

6th Floor

2 London Wall Place

London

EC2Y 5AU

Date: 14 January 2021

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE
ARCHER ACADEMY AND THE EDUCATION AND SKILLS FUNDING AGENCY**

In accordance with the terms of our engagement letter dated 03 September 2020 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2019 to 2020, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by The Archer Academy during the year 1 September 2019 to 31 August 2020 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

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

Respective responsibilities of The Archer Academy's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of The Archer Academy's funding agreement with the Secretary of State for Education dated April 2013 and the Academies Financial Handbook, extant from 1 September 2019, 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 2019 to 2020. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the year 1 September 2019 to 31 August 2020 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

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

Approach

We conducted our engagement in accordance with the Academies Accounts Direction 2019 to 2020 issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

The work undertaken to draw to our conclusion includes:

- reviewing the Minutes of the meetings of the Governing Body and other evidence made available to us, relevant to our consideration of regularity
- a review of the objectives and activities of the Academy, with reference to the income streams and other information available to us as auditors of the Academy
- testing of a sample of payroll payments to staff
- testing of a sample of payments to suppliers and other third parties
- consideration of governance issues and
- evaluating the internal control procedures and reporting lines, testing as appropriate and making appropriate enquiries of the Accounting Officer.

Conclusion

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 2019 to 31 August 2020 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



Reporting Accountant
MHA MacIntyre Hudson
Chartered Accountants
Statutory Auditors
6th Floor
2 London Wall Place
London
EC2Y 5AU

Date: 14 January 2021

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2020

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £	Total funds 2019 £
Income from:						
Donations and capital grants	3	81,808	6,524	24,155	112,487	271,602
Charitable activities	4	340,032	5,179,750	-	5,519,782	5,250,866
Other trading activities	5	37,478	14,383	-	51,861	64,643
Investments	6	339	-	-	339	665
Total income		459,657	5,200,657	24,155	5,684,469	5,587,776
Expenditure on:						
Charitable activities	8	439,553	5,263,272	452,084	6,154,909	5,882,988
Total expenditure		439,553	5,263,272	452,084	6,154,909	5,882,988
Net income/(expenditure)		20,104	(62,615)	(427,929)	(470,440)	(295,212)
Transfers between funds	17	-	(46,838)	46,838	-	-
Net movement in funds before other recognised gains/(losses)		20,104	(109,453)	(381,091)	(470,440)	(295,212)
Other recognised gains/(losses):						
Actuarial gains/(losses) on defined benefit pension schemes	24	-	86,000	-	86,000	(165,000)
Net movement in funds		20,104	(23,453)	(381,091)	(384,440)	(460,212)

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
(CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £	Total funds 2019 £
Reconciliation of funds:					
Total funds brought forward	101,272	(499,805)	27,487,884	27,089,351	27,549,563
Net movement in funds	20,104	(23,453)	(381,091)	(384,440)	(460,212)
Total funds carried forward	121,376	(523,258)	27,106,793	26,704,911	27,089,351

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

The notes on pages 31 to 57 form part of these financial statements.

THE ARCHER ACADEMY
(A Company Limited by Guarantee)
REGISTERED NUMBER: 07952786

BALANCE SHEET
AS AT 31 AUGUST 2020

	Note	2020 £	2019 £
Fixed assets			
Tangible assets	13	27,058,580	27,431,057
		<u>27,058,580</u>	<u>27,431,057</u>
Current assets			
Debtors	14	190,167	204,442
Cash at bank and in hand	21	627,342	914,224
		<u>817,509</u>	<u>1,118,666</u>
Current liabilities			
Creditors: amounts falling due within one year	15	(579,178)	(912,175)
		<u>238,331</u>	<u>206,491</u>
Net current assets			
		<u>27,296,911</u>	<u>27,637,548</u>
Total assets less current liabilities			
Creditors: amounts falling due after more than one year	16	-	(92,197)
		<u>27,296,911</u>	<u>27,545,351</u>
Net assets excluding pension liability			
Defined benefit pension scheme liability	24	(592,000)	(456,000)
		<u>26,704,911</u>	<u>27,089,351</u>
Total net assets			
		<u><u>26,704,911</u></u>	<u><u>27,089,351</u></u>

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

BALANCE SHEET (CONTINUED)
AS AT 31 AUGUST 2020

	Note	2020 £	2019 £
Funds of the academy			
Restricted funds:			
Fixed asset funds	17	27,106,793	27,487,884
Restricted income funds	17	68,742	(43,805)
		<hr/>	<hr/>
Restricted funds excluding pension asset	17	27,175,535	27,444,079
Pension reserve	17	(592,000)	(456,000)
		<hr/>	<hr/>
Total restricted funds	17	26,583,535	26,988,079
Unrestricted income funds			
General funds	17	121,376	101,272
		<hr/>	<hr/>
Total unrestricted income funds	17	121,376	101,272
		<hr/>	<hr/>
Total funds		26,704,911	27,089,351
		<hr/> <hr/>	<hr/> <hr/>

The financial statements on pages 26 to 57 were approved by the Trustees, authorised for issue and are signed on their behalf, by:



David Adams
Chair of Trustees



Toby Blume
Chair of Finance

The notes on pages 31 to 57 form part of these financial statements.

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2020

	Note	2020 £	2019 £
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	19	(231,769)	155,265
Cash flows from investing activities	20	(55,113)	(56,571)
		<hr/>	<hr/>
Change in cash and cash equivalents in the year		(286,882)	98,694
Cash and cash equivalents at the beginning of the year		914,224	815,530
Cash and cash equivalents at the end of the year	21, 22	627,342	914,224
		<hr/> <hr/>	<hr/> <hr/>

The notes on pages 31 to 57 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

1. Accounting policies

The Archer Academy is a company limited by guarantee, incorporated in England. The address of the registered office and principal place of operation are detailed on pages 1 and 2. The nature of the Academy Trust's operations and principal activity are detailed in the Trustees Report.

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

1.1 Basis of preparation of financial statements

The financial statements of the academy, which is a public benefit entity under FRS 102, have been prepared under the historic cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2019 to 2020 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

The Archer Academy meets the definition of a public benefit entity under FRS 102. The financial statements are prepared in sterling which is the functional currency of the Academy Trust, rounded to the nearest £1.

1.2 Going concern

The Trustees have assessed the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the Trust to continue as a going concern including the impact of COVID-19. The Trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements. The Trustees have concluded that there is a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Trust's ability to continue as a going concern. The Trust therefore continues to adopt the going concern basis in preparing these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

1. Accounting policies (continued)

1.3 Income

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

• **Grants**

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

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

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

• **Donations**

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

• **Other income**

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

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 allocated on the portion of the asset's use.

• **Expenditure on raising funds**

This includes all expenditure incurred by the academy 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's educational operations, including support costs and costs relating to the governance of the academy apportioned to charitable activities.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

1. Accounting policies (continued)

1.4 Expenditure (continued)

All resources expended are inclusive of irrecoverable VAT.

1.5 Interest receivable

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

1.6 Taxation

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

1.7 Tangible fixed assets

Assets costing £5,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

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

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

1. Accounting policies (continued)

1.7 Tangible fixed assets (continued)

Depreciation is provided on the following bases:

Freehold property - buildings	- 2% per annum on a straight line basis
Furniture and equipment	- 10% per annum on a straight line basis
Computer equipment	- 33.3% per annum on a straight basis
Assets under construction	- Not depreciated until brought into use

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

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

1.8 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of Financial Activities.

1.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.10 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.11 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 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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

1. Accounting policies (continued)

1.12 Financial instruments

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

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 14. Prepayments are not financial instruments.

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

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in notes 15 and 16. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

1.13 Operating leases

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

1.14 Pensions

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

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

The LGPS is a funded multi-employer scheme and the assets are held separately from those of the academy 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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

1. Accounting policies (continued)

1.15 Fund accounting

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

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

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

Investment income, gains and losses are allocated to the appropriate fund.

2. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

The academy 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 or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 24, 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 2020. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Critical areas of judgment:

The judgements that have had a significant effect on amounts recognised in the financial statements are those concerning the choice of depreciation policies and asset lives.

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

3. Income from donations and capital grants

	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £	Total funds 2019 £
Donations	81,808	6,524	-	88,332	95,972
Capital Grants	-	-	24,155	24,155	48,848
Fundraising - Make Beaumont Brilliant	-	-	-	-	126,782
Total 2020	<u>81,808</u>	<u>6,524</u>	<u>24,155</u>	<u>112,487</u>	<u>271,602</u>
Total 2019	<u>84,577</u>	<u>138,177</u>	<u>48,848</u>	<u>271,602</u>	

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

4. Funding for the academy's educational operations

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
DfE/ESFA grants				
General Annual Grant (GAG)	-	4,353,561	4,353,561	4,211,651
Pupil premium	-	186,116	186,116	194,501
Other EFA/DfE grants	-	234,015	234,015	45,471
	-	4,773,692	4,773,692	4,451,623
Other government grants				
SEN	-	374,828	374,828	314,402
Split site funding	-	-	-	10,698
Other government grants	-	3,500	3,500	10,420
	-	378,328	378,328	335,520
Other funding				
Other income	340,032	-	340,032	433,553
Other grants	-	27,730	27,730	30,170
	340,032	27,730	367,762	463,723
Total 2020	340,032	5,179,750	5,519,782	5,250,866
Total 2019	433,553	4,817,313	5,250,866	

There are no unfulfilled conditions or other contingencies attached to the grants above.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

5. Income from other trading activities

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Hire of facilities	35,674	-	35,674	60,930
Fundraising	1,804	14,383	16,187	3,713
Total 2020	<u>37,478</u>	<u>14,383</u>	<u>51,861</u>	<u>64,643</u>
Total 2019	<u>64,643</u>	<u>-</u>	<u>64,643</u>	

6. Investment income

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Bank interest receivable	339	339	665
Total 2019	<u>665</u>	<u>665</u>	

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

7. Expenditure

	Staff Costs 2020 £	Premises 2020 £	Other 2020 £	Total 2020 £	Total 2019 £
Educational operations:					
Direct costs	3,545,915	-	268,234	3,814,149	3,586,150
Support costs	1,070,588	746,141	524,031	2,340,760	2,296,838
Total 2020	<u>4,616,503</u>	<u>746,141</u>	<u>792,265</u>	<u>6,154,909</u>	<u>5,882,988</u>
Total 2019	<u>4,102,794</u>	<u>777,011</u>	<u>1,003,183</u>	<u>5,882,988</u>	

In 2020, of the total expenditure from charitable activities of £6,154,909 (2019 - £5,882,988), £5,263,272 (2019 - £4,882,186) related to restricted funds, £452,084 (2019 - £476,760) related to restricted fixed asset funds and £439,553 (2019 - £524,042) related to unrestricted funds.

8. Charitable expenditure

	Direct costs 2020 £	Support costs 2020 £	Total funds 2020 £	Total funds 2019 £
Charitable activities	<u>3,814,149</u>	<u>2,340,760</u>	<u>6,154,909</u>	<u>5,882,988</u>
Total 2019	<u>3,586,150</u>	<u>2,296,838</u>	<u>5,882,988</u>	

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

8. Charitable expenditure (continued)

Analysis of support costs

	Educational operations 2020 £	Total funds 2020 £	Total funds 2019 £
Staff costs	993,344	993,344	820,783
Depreciation	452,084	452,084	476,760
Agency and other staff costs	77,244	77,244	32,168
Governance costs	13,085	13,085	12,955
Educational supplies	4,411	4,411	11,378
Security	7,384	7,384	4,868
Technology costs	31,345	31,345	42,633
Educational consultancy	39,391	39,391	68,596
Travel and subsistence	130,832	130,832	146,374
Maintenance of premises and equipment	45,238	45,238	53,070
Recruitment fees	1,250	1,250	-
Rent and rates	61,292	61,292	57,018
Energy	57,822	57,822	71,324
Insurance	16,536	16,536	17,856
Catering	202,676	202,676	270,090
Other occupancy costs	113,169	113,169	100,982
Other support costs	71,463	71,463	84,035
Legal fees	2,565	2,565	2,242
Professional services	19,629	19,629	23,706
Total 2020	<u>2,340,760</u>	<u>2,340,760</u>	<u>2,296,838</u>
Total 2019	<u>2,296,838</u>	<u>2,296,838</u>	

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

9. Net income/(expenditure)

Net income/(expenditure) for the year includes:

	2020 £	2019 £
Operating lease rentals	10,308	12,641
Depreciation of tangible fixed assets	452,084	476,760
Fees paid to auditors for:		
- audit	8,100	7,250
- other services	3,550	2,805
	<u>8,100</u>	<u>7,250</u>
	<u>3,550</u>	<u>2,805</u>

10. Staff

a. Staff costs

Staff costs during the year were as follows:

	2020 £	2019 £
Wages and salaries	3,286,795	3,150,450
Social security costs	332,984	318,836
Pension costs	912,970	585,830
	<u>4,532,749</u>	<u>4,055,116</u>
Agency staff costs	83,754	47,678
	<u>83,754</u>	<u>47,678</u>
	<u>4,616,503</u>	<u>4,102,794</u>

b. Staff numbers

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

	2020 No.	2019 No.
Teachers	50	49
Administration and support	45	43
Management	10	9
	<u>105</u>	<u>101</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

10. Staff (continued)

c. Higher paid staff

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

	2020	2019
	No.	No.
In the band £60,001 - £70,000	6	4
In the band £80,001 - £90,000	1	1

The above bandings state employee emoluments before employer's pension contributions. All of the above employees (2019 - four and one opt out) participated in the Teacher's Pension Scheme. During the year ended 31 August 2020 employer's pension contributions for these employees amounted to £111,596 (2019 - £45,432).

d. Key management personnel

The key management personnel of the academy comprise the Trustees and the senior management team as listed on page 2. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the academy was £787,758 (2019 - £635,313). The remuneration of staff trustees is disclosed in note 11, no other trustees received remuneration for their services to the academy trust.

The Headteacher is both a trustee and a member of the senior management team.

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

11. Trustees' remuneration and expenses

The Principal and other staff Trustees have been paid remuneration or have received other benefits from an employment with the academy trust. The Principal and other 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 role as Trustees. The value of Trustees' remuneration and other benefits was as follows:

		2020	2019
		£	£
Lucy Harrison, Headteacher	Remuneration	85,000 -	80,000 -
		90,000	85,000
	Pension contributions paid	20,000 -	10,000 -
		25,000	15,000
Simran Jouhal	Remuneration	50,000 -	45,000 -
		55,000	50,000
	Pension contributions paid	10,000 -	5,000 -
		15,000	10,000
Judith Vandervelde	Remuneration	45,000 -	40,000 -
		50,000	45,000
	Pension contributions paid	10,000 -	5,000 -
		15,000	10,000

During the year ended 31 August 2020, one Trustee received reimbursement of expenses to a value of £104 (2019 - three Trustees, £117).

12. Trustees' and Officers' insurance

The academy trust has opted into the Department for Education's risk protection arrangement (RPA), an alternative to insurance where UK government funds cover losses that arise. This scheme protects trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business, and provides cover up to £10,000,000 (2019 - £10,000,000). It is not possible to quantify the Trustees and officers indemnity element from the overall cost of the RPA scheme. The cost of this insurance is included in the total insurance cost.

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

13. Tangible fixed assets

	Freehold property £	Assets under construction £	Furniture and equipment £	Computer equipment £	Total £
Cost or valuation					
At 1 September 2019	28,689,513	-	801,099	661,937	30,152,549
Additions	32,374	7,127	20,290	19,816	79,607
At 31 August 2020	<u>28,721,887</u>	<u>7,127</u>	<u>821,389</u>	<u>681,753</u>	<u>30,232,156</u>
Depreciation					
At 1 September 2019	1,735,990	-	341,211	644,291	2,721,492
Charge for the year	354,412	-	81,348	16,324	452,084
At 31 August 2020	<u>2,090,402</u>	<u>-</u>	<u>422,559</u>	<u>660,615</u>	<u>3,173,576</u>
Net book value					
At 31 August 2020	<u>26,631,485</u>	<u>7,127</u>	<u>398,830</u>	<u>21,138</u>	<u>27,058,580</u>
At 31 August 2019	<u>26,953,523</u>	<u>-</u>	<u>459,888</u>	<u>17,646</u>	<u>27,431,057</u>

Freehold property relates to the Academy's sites at Beaumont Close and Stanley Road. The ESFA provided a valuation of the land and buildings for Beaumont Close of £19.624 million during the year ended 31 August 2014. The value of the site at Stanley Road comprises costs of land and construction and the cost of subsequent additions.

Included within freehold property is freehold land relating to both sites of £10,994,000 (2019 - £10,994,000) which is not depreciated.

Additions in the year to freehold property of £32,374 relate to works to the rear garden and to the new library build.

The trustees consider the valuation of freehold property remains appropriate for the purposes of these financial statements.

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

14. Debtors

	2020	2019
	£	£
Due within one year		
Trade debtors	2,300	-
Other debtors	5,017	10,953
Prepayments and accrued income	151,561	168,810
VAT repayable	31,289	24,679
	190,167	204,442

15. Creditors: Amounts falling due within one year

	2020	2019
	£	£
Trade creditors	149,355	478,618
Other creditors	236,025	178,608
Accruals and deferred income	193,798	254,949
	579,178	912,175

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

15. Creditors: Amounts falling due within one year (continued)

	2020	2019
	£	£
	2020	2019
	£	£
Deferred income		
Deferred income at 1 September 2019	227,381	248,801
Resources deferred during the year	53,261	88,636
Amounts released from previous periods	(135,184)	(110,056)
Deferred income at 31 August 2020	145,458	227,381

Deferred income falling due within one year at 31 August 2020 includes amounts received in advance in respect of trip income of £19,468 (2019 - £55,462), a rates claim received in advance of £33,793 (2019 - £33,174) and ESFA income received in advance of £92,197 (2019 - £46,548). The remaining amount of £Nil (2019 - £92,197) relates to deferred income falling due after more than one year as detailed in note 16.

16. Creditors: Amounts falling due after more than one year

	2020	2019
	£	£
Deferred income	-	92,197

Deferred income falling due after more than one year at 31 August 2020 includes ESFA income received in advance of £Nil (2019 - £92,197).

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

17. Statement of funds

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2020 £
Unrestricted funds						
General funds	101,272	459,657	(439,553)	-	-	121,376
Restricted general funds						
General Annual Grant (GAG)	(137,879)	4,353,561	(4,208,641)	-	-	7,041
Donations	80,504	20,908	(30,412)	(46,838)	-	24,162
Other ESFA/DfE grants	3,596	420,131	(392,726)	-	-	31,001
Other restricted income	9,974	406,057	(409,493)	-	-	6,538
Pension reserve	(456,000)	-	(222,000)	-	86,000	(592,000)
	<u>(499,805)</u>	<u>5,200,657</u>	<u>(5,263,272)</u>	<u>(46,838)</u>	<u>86,000</u>	<u>(523,258)</u>
Restricted fixed asset funds						
Fixed asset funds	27,487,884	24,155	(452,084)	46,838	-	27,106,793
Total Restricted funds	<u>26,988,079</u>	<u>5,224,812</u>	<u>(5,715,356)</u>	<u>-</u>	<u>86,000</u>	<u>26,583,535</u>
Total funds	<u><u>27,089,351</u></u>	<u><u>5,684,469</u></u>	<u><u>(6,154,909)</u></u>	<u><u>-</u></u>	<u><u>86,000</u></u>	<u><u>26,704,911</u></u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

17. Statement of funds (continued)

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

The General Annual Grant (GAG) must be used for the normal running costs of the Academy. Under the funding agreement with the Secretary of State, the academy was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2020.

The Other DfE/ESFA grants fund has been created to recognise the restricted funding received from the DfE/ESFA which fall outside the scope of core funding.

The pension reserve represents the academy trusts share of the Local Government Pension Scheme liability. Plans are in place to meet the deficit such that it is not a constraint on reserves in the future.

The fixed asset fund recognises the tangible assets held by the Academy Trust and is equivalent to the NBV of tangible fixed assets together with unspent capital income of £48,213 (2019 - £56,827). Depreciation of tangible fixed assets is allocated to this fund.

Transfers of £46,838 from the donations fund (2019 - £49,922) represent the purchase of fixed assets out of income.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

17. Statement of funds (continued)

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

	Balance at 1 September 2018 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2019 £
Unrestricted funds						
General Funds	52,461	583,438	(524,042)	(10,585)	-	101,272
Restricted funds						
General Annual Grant (GAG)	(184,427)	4,211,652	(4,165,104)	-	-	(137,879)
Donations	1,260	138,177	(9,011)	(49,922)	-	80,504
Other ESFA/DfE grants	1,713	239,972	(238,089)	-	-	3,596
Other restricted income	7,267	365,689	(362,982)	-	-	9,974
Pension reserve	(184,000)	-	(107,000)	-	(165,000)	(456,000)
	<u>(358,187)</u>	<u>4,955,490</u>	<u>(4,882,186)</u>	<u>(49,922)</u>	<u>(165,000)</u>	<u>(499,805)</u>
Restricted fixed asset funds						
Fixed asset funds	27,855,289	48,848	(476,760)	60,507	-	27,487,884
Total Restricted funds	<u>27,497,102</u>	<u>5,004,338</u>	<u>(5,358,946)</u>	<u>10,585</u>	<u>(165,000)</u>	<u>26,988,079</u>
Total funds	<u><u>27,549,563</u></u>	<u><u>5,587,776</u></u>	<u><u>(5,882,988)</u></u>	<u><u>-</u></u>	<u><u>(165,000)</u></u>	<u><u>27,089,351</u></u>

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18. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £
Tangible fixed assets	-	-	27,058,580	27,058,580
Current assets	121,376	647,920	48,213	817,509
Creditors due within one year	-	(579,178)	-	(579,178)
Pension scheme liability	-	(592,000)	-	(592,000)
Total	121,376	(523,258)	27,106,793	26,704,911

Analysis of net assets between funds - prior period

	Unrestricted funds 2019 £	Restricted funds 2019 £	Restricted fixed asset funds 2019 £	Total funds 2019 £
Tangible fixed assets	-	-	27,431,057	27,431,057
Current assets	101,272	960,567	56,827	1,118,666
Creditors due within one year	-	(912,175)	-	(912,175)
Creditors due in more than one year	-	(92,197)	-	(92,197)
Pension scheme liability	-	(456,000)	-	(456,000)
Total	101,272	(499,805)	27,487,884	27,089,351

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19. Reconciliation of net expenditure to net cash flow from operating activities

	2020 £	2019 £
Net expenditure for the period (as per Statement of Financial Activities)	(470,440)	(295,212)
Adjustments for:		
Depreciation charges	452,084	476,760
Investment income	(339)	(665)
Decrease/(increase) in debtors	14,275	47,466
(Decrease)/increase in creditors	(425,194)	(131,236)
Capital grants and income	(24,155)	(48,848)
FRS 102 pension adjustment	222,000	107,000
Net cash (used in) operating activities	(231,769)	155,265

20. Cash flows from investing activities

	2020 £	2019 £
Investment income	339	665
Purchase of tangible fixed assets	(79,607)	(106,084)
Capital grants and income	24,155	48,848
Net cash used in investing activities	(55,113)	(56,571)

21. Analysis of cash and cash equivalents

	2020 £	2019 £
Cash at bank and in hand	627,342	914,224
Total cash and cash equivalents	627,342	914,224

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

22. Analysis of changes in net debt

	At 1 September 2019 £	Cash flows £	At 31 August 2020 £
Cash at bank and in hand	914,224	(286,882)	627,342
	<u>914,224</u>	<u>(286,882)</u>	<u>627,342</u>

23. Capital commitments

	2020 £	2019 £
Contracted for but not provided in these financial statements		
Acquisition of tangible fixed assets	142,540	-
	<u>142,540</u>	<u>-</u>

At the balance sheet date The Archer Academy had a capital commitment of £142,540 (2019 - £Nil) in respect of boiler room refurbishment. The school are receiving CIF funding of £155,794, including a Salix loan of £15,320, to cover the cost of this addition.

24. Pension commitments

The academy'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 London Borough of Barnet. Both are multi-employer defined benefit schemes.

The latest actuarial valuation of the TPS related to the period ended 31 March 2016 and of the LGPS 31 March 2016.

Contributions amounting to £86,460 were payable to the schemes at 31 August 2020 (2019 - £62,074) and are included within creditors.

Teachers' Pension Scheme

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

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

NOTES TO THE FINANCIAL STATEMENTS
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24. Pension commitments (continued)

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to 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 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI, assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2023.

The employer's pension costs paid to TPS in the year amounted to £504,000 (2019 - £319,000).

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

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The academy has accounted for its contributions to the scheme as if it were a defined contribution scheme. The academy 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 2020 was £235,000 (2019 - £201,000), of which employer's contributions totalled £187,000 (2019 - £160,000) and employees' contributions totalled £ 48,000 (2019 - £41,000). The agreed contribution rates for future years are 23.8 per cent for employers and 5.5 - 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.

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24. Pension commitments (continued)

Principal actuarial assumptions

	2020	2019
	%	%
Rate of increase in salaries	2.90	2.60
Rate of increase for pensions in payment/inflation	2.20	2.30
Discount rate for scheme liabilities	1.70	1.90
Commutation of pensions to lump sums pre April 2008	50.00	50.00
Commutation of pensions to lump sums post April 2008	75.00	50.00

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

	2020	2019
	Years	Years
<i>Retiring today</i>		
Males	21.7	21.0
Females	24.0	23.3
<i>Retiring in 20 years</i>		
Males	22.9	22.3
Females	25.7	25.1

Sensitivity analysis

	2020	2019
	£000	£000
Discount Rate -0.5%	252	165
Salary Increase Rate +0.5%	2	1
Pension Increase Rate +0.5%	248	162

The academy's share of the assets in the scheme was:

	2020	2019
	£	£
Equities	545,000	465,000
Bonds	292,000	265,000
Property	49,000	25,000
Cash and other liquid assets	87,000	75,000
Total market value of assets	973,000	830,000

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24. Pension commitments (continued)

The actual return on scheme assets from 1 October 2019 to 30 June 2020 was -0.1% (2019 - 3.2%).

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

	2020 £	2019 £
Current service cost	(398,000)	(260,000)
Interest income	18,000	19,000
Interest cost	(29,000)	(26,000)
Total amount recognised in the Statement of Financial Activities	(409,000)	(267,000)

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

	2020 £	2019 £
At 1 September	1,286,000	771,000
Interest cost	29,000	26,000
Employee contributions	48,000	41,000
Actuarial (gains)/losses	(194,000)	190,000
Benefits paid	(2,000)	(2,000)
Current and past service costs	398,000	260,000
At 31 August	1,565,000	1,286,000

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

	2020 £	2019 £
At 1 September	830,000	587,000
Interest income	18,000	19,000
Actuarial (losses)/gains	(108,000)	25,000
Employer contributions	187,000	160,000
Employee contributions	48,000	41,000
Benefits paid	(2,000)	(2,000)
At 31 August	973,000	830,000

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25. Operating lease commitments

At 31 August 2020 the academy had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2020	2019
	£	£
Within 1 year	3,957	2,926
Between 1 and 5 years	5,566	2,054
Total for assets other than land and buildings	9,523	4,980

26. 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.

27. Related party transactions

Owing to the nature of the academy trust and the composition of the Governing Body being drawn from the local public and private sector organisations, transactions may take place with organisations in which Trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the AFH and with the trust's financial regulations and normal procurement procedures relating to the connected and related party transactions.

Outgoing related party transactions

During the year, £750 (2019 - £Nil) was paid to Jane Oakley, the sister of Oliver Oakley, the Assistant Headteacher, for the marking of GCSE English papers. These payments were made under the same terms and arrangements as all other markers. There was no balance outstanding at the year end.

Incoming related party transactions

A donation of £691 (2019 - £Nil) was received from Woodhouse College, where Lucy Harrison is a Governor.

Donations have been made during both the current and prior year to the academy by the Trustees. Donations totalling £2,000 were made from family members of two Trustees. The donations did not influence the activities undertaken by the academy.

No other related party transactions took place in the period of account, other than certain Trustee's remuneration already disclosed in note 11.