

Registered number: 07800431 (England & Wales)

Walderslade Girls' School
(A company limited by guarantee)

Annual report and financial statements

For the year ended 31 August 2018

Walderslade Girls' School
(A company limited by guarantee)

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Walderslade Girls' School
(A company limited by guarantee)

Reference and administrative details
For the year ended 31 August 2018

Members

B Uden
R Lincoln
N Scott
P Burborough
P Sims

Trustees

N Scott, Chair¹
B Uden, Vice Chair
R Lincoln¹
A Frith
S Greenfield¹
O Robinson (resigned 31 August 2018)
P Sims¹
D Stock¹
C Williams (resigned 6 June 2018)
S Willshire
J Hatton (resigned 31 August 2018)
R Hubbert
Dr F S Campbell, Principal (appointed 1 September 2017)^{1,2}

¹ Members of the Finance and Resources Committee

² Ex-officio trustee

Company registered number

07800431

Company name

Walderslade Girls' School

Principal and registered office

Bradfields Avenue
Chatham
Kent
ME5 0LE

Walderslade Girls' School
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Reference and administrative details of the academy, its trustees and advisers
For the year ended 31 August 2018

Advisers (continued)

Company secretary

Ms S Duke

Senior management team

Dr Fraser Campbell, Principal (from 1 September 2017)
Mrs J McLaughlin, Deputy Principal (from 1 September 2017)
Mr Robert Elphick, Assistant Principal
Ms Emma Ranson, Assistant Principal
Ms Lynn Wildey, Assistant Principal

Independent auditors

Kreston Reeves LLP
Statutory Auditor
Chartered Accountants
37 St Margaret's Street
Canterbury
Kent
CT1 2TU

Bankers

HSBC
1-5 Week Street
Maidstone
Kent
ME14 1QW

Solicitors

Bond Dickenson LLP
One Trinity Broad Chare
Newcastle Upon Tyne
NE1 2HF

Walderslade Girls' School
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Trustees' report
For the year ended 31 August 2018

The governors present their annual report together with the financial statements and auditors' report of the charitable company for the period 1 September 2017 ended 31 August 2018. The annual report serves the purposes of both a trustees' report, and a directors report under company law.

In February 2018, Walderslade Girls' School announced its intention to merge with the Greenacre Academy Trust. This was formally approved by the Regional Commissioner and Headteacher Board effective from 1 September 2018 and consequently, the Board of Trustees expects to wind up the Academy Trust in late 2018 following the transfer date.

The trust operates an academy for pupils aged 11 to 18 serving a catchment area in Chatham. It has a pupil capacity of 800 in Year 7-11 and 150 in the 6th form and had a roll of 882 in the school census in January 2018.

Structure, Governance and Management

Constitution

The academy trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the academy trust.

The governors act as the trustees for the charitable activities of Walderslade Girls' School and are also the directors of the charitable company for the purposes of company law. The charitable company is known as Walderslade Girls' School.

Details of the governors who served throughout the year except as noted are included in the Reference and Administrative Details on page 1.

Members' Liability

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

Governors' Indemnities

From 01 November 2015, the academy trust has opted into the Department of Education's risk protection arrangement (RPA), an alternative to insurance where a UK government funds cover losses that arise. This scheme protects the 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.

Method of Recruitment and Appointment or Election of governors

The Members of the Academy Trust shall comprise no less than 3 persons, up to 25 persons appointed by the Governors, 1 person appointed by the Secretary of State, in the event that the Secretary of State appoints a person for this purpose, the Chairman of the Governors and any person appointed under Article 16 of the Memorandum of Articles.

The number of Governors shall be not less than 3, but (unless otherwise determined by ordinary resolution) shall not be subject to any maximum.

The first Governors shall be those named in the statement delivered pursuant to sections 9 and 12 of the Companies Act 2006.

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Trustees' report (continued)
For the year ended 31 August 2018

The Academy Trust shall have the following governors:

- Up to 8 Governors appointed under Article 50.
- Up to 3 Staff Governors, if appointed under Article 50A, through such process as they may determine, provided that the total number of Governors including the Principal who are employees of the Academy Trust does not exceed one third of the total number of Governors.
- A minimum of 2 and up to 6 Parent Governors appointed under Articles 53 58. Subject to Article 57 which states that the number of Parent Governors required shall be made up by Parent Governors appointed by the Governing Body if the number of parents standing for election is less than the number of vacancies, the Parent Governor shall be elected by parents of registered pupils at the Academy.
- The Principal (Headteacher): The Principal shall be treated for all purposes as being an ex officio Governor.
- The Governors may appoint up to 3 Co opted Governors under Article 59.
- Any Additional Governors, if appointed under Article 62, 62A or 68A and
- Any further Governors, if appointed under Articles 63 or Article 68A.

The term of office for any governor shall be 4 years, save that this time limit shall not apply to the Principal. Subject to remaining eligible to be a particular type of Governor, a Governor may be re-appointed or re-elected.

Policies and Procedures Adopted for the Induction and Training of governors

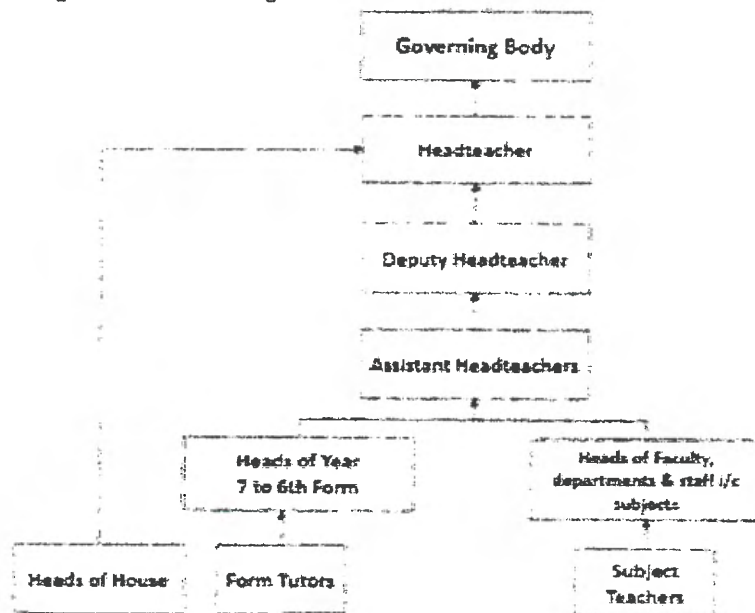
The training and induction provided for new Governors will depend on their existing experience. All new Governors will be given a tour of the Academy and the chance to meet with staff and students. All relevant Governors are provided with copies of policies, procedures, minutes, accounts, budgets, plans and other documents that they will need to undertake their role as Governors. As there are normally only two or three new Governors per period, induction tends to be done informally and is tailored specifically to the individual. The Governing body subscribes to the Local Authority Governor Services and undertake regular training on courses provided by this professional body. One of the Governors is assigned the role of Link Governor and oversees the training undertaken by each senior governor each year.

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Trustees' report (continued)
For the year ended 31 August 2018

Organisational Structure

As set out in the articles of association, the governors exercise their powers and functions with a view to fulfilling a largely strategic role in the running of the academy and consider any advice given by the Principal. Key strategic decision making is achieved via vote.



Arrangements for setting pay and remuneration of key management personnel

The Headteacher's pay is determined after an external review carried out by a commissioned external professional adviser and meetings of the Headteacher Review Panel. Other management pay is approved by the pay and personnel committee after recommendation from the Headteacher.

Related Parties and other Connected Charities and Organisations

The school operates its 6th form provision as a collaborative partnership with Greenacre Academy.

Walderslade Girls' School
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Trustees' report (continued)
For the year ended 31 August 2018

Trade union facility time

Relevant union officials

| | |
|-------------------------------------------------------------------------|---|
| Number of employees who were relevant union officials during the period | 2 |
| Full-time equivalent employee number | 2 |

Percentage of time spent of facility time

| Percentage of time | Number of employees |
|---------------------------|----------------------------|
| 0% | - |
| 1% - 50% | 2 |
| 51% - 99% | - |
| 100% | - |

Percentage of pay bill spent on facility time **£**

| | |
|-----------------------------------------------------|---------|
| Total cost of facility time | 1,399 |
| Total pay bill | 108,448 |
| Percentage of total pay bill spent on facility time | 1.3% |

Paid trade union activities

| | |
|---------------------------------------------------------------------------------------------|------|
| Time spent on paid trade union activities as a percentage of total paid facility time hours | 3.2% |
|---------------------------------------------------------------------------------------------|------|

Objectives and Activities

Objectives and Aims

Walderslade Girls' School is an 11 to 18 non selective Academy in a selective local authority and has a collaborative partnership sixth form with the geographically close boys' school, Greenacre Academy. On 31 August 2017 the school had pupils 855 (including 6th form) on its roll.

The main aim of the Academy is specifically restricted to the following: to advance 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. The School offers a fully inclusive, wide ranging and holistic education for all students. The Academy is a designated specialist college of the Arts and endeavours to deliver high quality education through the mechanism of creative teaching.

Objectives, Strategies and Activities

The main objectives of the Academy during the period ended 31 August 2018 are summarised below:

- to ensure that every child enjoys the same high quality education in terms of resourcing, tuition and care;
- to raise the standard of educational achievement of all pupils; to improve the effectiveness of the Academy by keeping the curriculum and organisational structure under continual review;
- to provide value for money for the funds expended;
- to comply with all appropriate statutory and curriculum requirements;
- to maintain close links with industry and commerce; and
- to conduct the Academy's business in accordance with the highest standards of integrity, probity and openness.

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Trustees' report (continued)
For the year ended 31 August 2018

The Academy's main strategy is to raise standards of achievement and progress through continuous improvement and engagement in all aspects of the organisation. The core purpose is teaching and learning. Performance is measured against the overall quality of teaching and learning and how these are translated into students' achievement and progress.

The key activities that support this strategy are:

- A solid organisational structure that supports both students and staff and also informs all stakeholders of clear lines of accountability and responsibility.
- A robust appraisal coupled with CPD and training opportunities for staff and Governors.
- Use of data and tracking procedures to measure progress and inform actions and interventions.
- Robust quality assurance processing including financial controls, which are transparent, that supports the key strategies.

Public Benefit

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on Public Benefit when reviewing the charity's aim and objectives and in planning future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

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Trustees' report (continued)
For the year ended 31 August 2018

Strategic Report

Achievements and Performance

The Academy was inspected by Ofsted in September 2017 and was judged to be Requiring Improvement. Within this overall judgement Personal development, behaviour and welfare and 16 to 19 study programmes were judged Good.

Unvalidated Summer 2018 results show that 52% of students achieved English and maths at grade 4+ and 27% achieved this at grade 5+. Post 16, the average academic grade was D+ and the Applied General was Distinction -. Student numbers are stable, but it is becoming increasingly difficult recruiting to PAN as other local schools are rebuilt and expand. New free schools are also planned for the Medway area.

Going Concern

After making appropriate enquiries, the governing body 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.

Key Financial Performance Indicators

Detailed budget setting at cost centre level, approved by the Principal and Governing Body. With the GAG document then being submitted to the ESFA.

- To ensure that the school remains in a surplus position at year end.
- To produce regular budget monitoring summaries for all aspects of financial areas, for both the Headteacher and Governing Body.
- To prepare bank reconciliations and have the same approved by our Headteacher.

Financial Review

This was our sixth full year as a converter academy and significant emphasis has been placed on ensuring full compliance with the Academies Financial Handbook. Arrangements for monitoring expenditure and further tightening of financial controls have been put in place.

All income received is used to benefit our current students and to ensure that the premises and resources remain in a good condition and as up to date as possible. A successful grant from the CIF enabled us to renovate the exterior of one of our blocks.

The CCTV has been further extended throughout the school to enhance security and student safety. Further work has been done to replace some further areas of carpet and some new window blinds have been installed and the outside environment has been significantly upgraded for the benefit of the students.

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Trustees' report (continued)
For the year ended 31 August 2018

Principal Risks and Uncertainties

During the period, the following risks and uncertainties were identified and actions to mitigate these have been put in place:

- Not being able to reach planned admission numbers due to the expansion of newly rebuilt nearby high schools expanding. Our recruitment and marketing strategies, on-going, extensive curriculum work with partnership and feeder schools for 2018/19 will minimise this risk.
- Not being able to recruit enough sixth form students to run a financially viable curriculum. Our Year 11 and 12 retention strategy, curriculum review based on a straw poll of students' interest and option blocks around choice and entering into partnership with wider group of local schools to widen the subject offerings will minimise this risk.
- Our collaborative partnership sixth form with Greenacre Academy has been greatly strengthened with the school joining the Greenacre MAT. Our curriculum offer and future plans are therefore much less vulnerable.
- The reduction of sixth form funding has impacted on the curriculum offer, resourcing and staffing. We are reviewing the viability of group sizes at A2 level and, where feasible, are running combined groups
- The uptake of free school meals is inconsistent, as many families with entitlement do not apply. Therefore Pupil Premium funding fluctuates each year. We have introduced a cashless system that will remove sensitivities and we continue to promote a range of Uniform incentives and Summer School/ Residential trip incentives and encourage more families' entitled to FSM to apply.
- Not being able to replace staff who have moved on with subject specialists will impact negatively on results. We therefore will continue to retain our high calibre staff by offering career progression opportunities and a supportive environment without compromising on the level of expertise we expect from new recruits. In shortage subjects we look strategically at the curriculum offer and can adapt a flexible curriculum model.

Reserves Policy

The Governors review the reserve levels of the Academy annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The Governors have determined that the appropriate level of free reserves should be £150k.

The reason for this is to provide sufficient working capital to cover delays between spending and receipt of grants and to provide a cushion to deal with unexpected emergencies such as urgent maintenance. The Academy's current level of free reserves exceeds £150k (total funds less the amount held in fixed assets and restricted funds). The Academy intends to make every effort to retain these free reserves to the level needed.

The Academy Trust has a pension liability of £1,719,000 as at 31 August 2018 which is included in restricted reserves. The disclosure does not mean that the liability is already committed and is no longer available to the Trustees to further the Academy Trust's objectives. Parliament has agreed, at the request of the Secretary of State for Education, in the event of academy closure, outstanding Local Government Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013. In the short term, the cash flow impact of having a pension scheme liability may be that employer contributions may increase to reduce the liability. The Academy Trust will always pay the employer contribution rates set by the pension scheme administrators.

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Trustees' report (continued)
For the year ended 31 August 2018

Investment Policy

The governors' investment powers are governed by the memorandum and articles of association, which permit the Academy's funds, not immediately required for the furtherance of its objects, to be invested in or upon such investments, securities or property, as may be thought fit, subject to such conditions and consents as may for the time being be imposed or required by law. The Academy has not engaged in any investment of surplus funds during the year under review.

Plans for Future Periods

Short Term

Teaching, Learning and Student Progress' Attainments

- To improve teaching and learning to the extent whereby 100% of all lessons are good or outstanding. To achieve a progress 8 score that does not equate with the definition of a 'coasting' school and expected progress in English & Maths at or above national level.
- To secure 100% passes at A level and level 3 BTEC.
- To ensure the progress of vulnerable learners is in line with the main cohort and hence close the gap.

Learning Environment

- To continue to improve the fabric of the building with use of modern professional display materials and refurbishment of classrooms and learning zones.
- To open the new Sports Hall and demolish temporary buildings

Parental Care & guidance

- To improve Student attendance to 95% and reduce permanent exclusions to below the national average.
- To improve Students' and Parents' understanding of risk, including e safety.

Marketing and Recruitment

- To secure student numbers in line with planned admission numbers and to sustain growth in the sixth form with a retention rate of 60%.

Staff Development

- To enhance and develop pedagogical knowledge and skills and embed in professional practice the 8 strands within the new teachers' standards.
- To work within the organisation of the Greenacre MAT to improve our Ofsted rating to Good or better at the first opportunity.

Medium and Long Term

- Expansion of roll encompassing a PAN of 180 in each new year group by 2019.
- Provision of additional classrooms brought about by Local Authority Basic Needs Funding or grants awarded through CIF.

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Trustees' report (continued)
For the year ended 31 August 2018

Provision of information to auditor

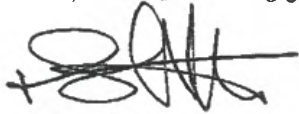
Insofar as the trustees are aware:

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

Auditors

The auditor, Kreston Reeves LLP, has indicated its willingness to continue in office. The Governors will propose a motion re-appointing the auditor at a meeting of the Trustees.

This report, incorporating a strategic report, was approved by order of the board of governors, as the company's directors, on 4 December 2018 and signed on its behalf by:



Mr N Scott
Chair of Trustees

Walderslade Girls' School
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Governance Statement

Scope of Responsibility

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

The board of trustees has delegated the day-to-day responsibility to the Principal, as Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between Walderslade Girls' School and the Secretary of State for Education. They are also responsible for reporting to the board of trustees any material weaknesses or breakdowns in internal control.

Governance

The information on governance included here supplements that described in the Trustees' report and in the Statement of Trustees' responsibilities. The board of trustees has formally met 5 times during the year. Attendance during the year at meetings of the board of trustees was as follows:

| Trustee | Meetings attended | Out of a possible |
|-----------------------------------|-------------------|-------------------|
| N Scott, Chair | 5 | 5 |
| B Uden, Vice Chair | 3 | 5 |
| R Lincoln | 2 | 5 |
| A Frith | 2 | 5 |
| S Greenfield | 5 | 5 |
| O Robinson | 4 | 5 |
| P Sims | 5 | 5 |
| D Stock | 5 | 5 |
| C Williams (resigned 6 June 2018) | 1 | 5 |
| S Willshire | 2 | 5 |
| J Hatton | 4 | 5 |
| R Hubbert | 4 | 5 |
| Dr F S Campbell, Principal | 5 | 5 |

The Finance and Resources Committee is a sub committee of the main governing body. Its purpose is to

1. To ensure probity and execution of expenditure meets learning aims and priorities of school.
2. In consultation with the Headteacher, to draft the first formal budget plan of the financial year.
3. To establish and maintain an up to date 3 year financial plan.
4. To consider a budget position statement at least termly and to report significant anomalies from the anticipated position to the Governing Body.
5. To ensure that the school operates within the Financial Regulations.
6. To annually review all finance related policies.
7. To make decisions on expenditure following recommendations from other committees.
8. To ensure that sufficient funds are available for pay increments as recommended by the Headteacher and the Headteacher's Performance Management Team.
9. To monitor expenditure of any voluntary funds kept on behalf of the Governing Body.

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Governance Statement (continued)

Attendance at meetings in the year was as follows:

| Trustee | Meetings attended | Out of a possible |
|----------------------------|-------------------|-------------------|
| S Greenfield | 4 | 5 |
| R Lincoln | 0 | 5 |
| Dr F S Campbell, Principal | 5 | 5 |
| P Sims | 5 | 5 |
| N Scott | 4 | 5 |
| D Stock | 4 | 5 |

Review of Value for Money

As Accounting Officer, the Principal has responsibility for ensuring that the academy 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'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 has delivered improved value for money during the year by:

- The academy trust has utilised the CIF fund to renovate and waterproof the exterior of one of our blocks. We have also sought to reduce our energy costs by highlighting that as we are an academy we should therefore not be paying the Climate Change Levy.

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 ongoing process designed to identify and prioritise the risks to the achievement of academy 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 Walderslade Girls' School for the year 1 September 2017 to 31 August 2018 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 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 ongoing process for identifying, evaluating and managing the academy's significant risks, that has been in place for the year 1 September 2017 to 31 August 2018 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the board of trustees.

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Governance Statement (continued)

The Risk and Control Framework

The academy'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 audit function and has decided to appoint McCabe, Ford Williams as internal auditor.

The internal auditor's role includes giving advice on financial matters and performing a range of checks on the academy's financial systems. In particular the checks carried out in the current period included:

- testing of payroll systems
- testing of purchase systems
- testing of control account/bank reconciliations

On a quarterly basis, the internal auditor reports to the board of trustees through the audit committee on the operation of the systems of control and on the discharge of the board of trustees' financial responsibilities.

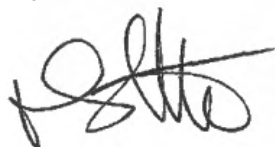
Review of Effectiveness

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

- the work of the internal auditor;
- the work of the external auditors;
- the financial management and governance self-assessment process;
- the work of the executive managers within the academy 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 Resources 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 on 4 December 2018 and signed on their behalf, by:



Mr N Scott
Chair of Trustees



Dr F S Campbell
Accounting Officer

Walderslade Girls' School
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Statement on Regularity, Propriety and Compliance

As Accounting Officer of Walderslade Girls' School I have considered my responsibility to notify the academy trust board of trustees and the Education & Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the academy trust, under the funding agreement in place between the academy trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2017.

I confirm that I and the academy trust board of trustees are able to identify any material irregular or improper use of funds by the academy trust, or material non-compliance with the terms and conditions of funding under the academy trust's funding agreement and the Academies Financial Handbook 2017.

I confirm that the following instances of material irregularity, impropriety or funding non-compliance discovered to date have been notified to the board of trustees and ESFA. If any instances are identified after the date of this statement, these will be notified to the board of trustees and ESFA:

The academy trust has not ensured that a member of the senior management's payroll arrangements fully meet their tax obligations and comply with HM Treasury's guidance about the employment and contract arrangements of individuals on the avoidance of tax.



Dr F S Campbell
Accounting Officer

Date: 4 December 2018

Walderslade Girls' School
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Statement of Trustees' responsibilities
For the year ended 31 August 2018

The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Strategic report, the Trustees' report and the financial statements in accordance with the Annual Accounts Direction issued by the Education & 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 2015 and the Academies Accounts Direction 2017 to 2018;
- 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 on 4 December 2018 and signed on its behalf by:



Mr N Scott
Chair of Trustees

Walderslade Girls' School
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Independent auditors' report on the financial statements to the members of Walderslade Girls' School

Opinion

We have audited the financial statements of Walderslade Girls' School (the 'academy') for the year ended 31 August 2018 which comprise the Statement of financial activities incorporating income and expenditure account, 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 2015 and the Academies Accounts Direction 2017 to 2018 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 2018 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 2015 and the Academies Accounts Direction 2017 to 2018 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.

Emphasis of matter

In forming our opinion on the financial statements, which is not qualified, we have considered the adequacy of the disclosure made in note 1.5 to the financial statements concerning the Academy Trust's ability to continue as a going concern.

As disclosed in notes 1.1 and 1.5, the Governors have concluded that the Academy Trust is not a going concern following the decision to transfer its operations to an alternative Multi-Academy Trust on 1 September 2018. The financial statements have been prepared on a basis other than that of going concern.

Walderslade Girls' School
(A company limited by guarantee)

Independent auditors' report on the financial statements to the members of Walderslade Girls' School

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. 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.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities, 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.

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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.

Kreston Reeves LLP

Peter Manser FCA DChA (Senior statutory auditor)

for and on behalf of

Kreston Reeves LLP

Statutory Auditor
Chartered Accountants

Canterbury

Date: *21 December 2018*