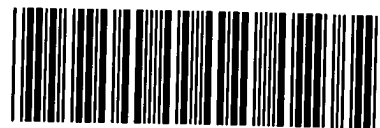


THE FLITCH GREEN ACADEMY
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2025

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THE FLITCH GREEN ACADEMY

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THE FLITCH GREEN ACADEMY

REFERENCE AND ADMINISTRATIVE DETAILS

Members	M Gurr E Goodings K Bailey L Miles (resigned 5 September 2024) S Collom C Bucknell
Trustees	A Burden (resigned 31 August 2025) A Hawes C Bucknell C Farley (resigned 7 November 2025) J Shakallis K Jordan (resigned 14 October 2024) K Brown K Bailey A Ellwood J Brooker L Lilley L Lawlor (resigned 31 August 2025) R Noori (resigned 31 August 2025) K Thomas C Warren (appointed 14 October 2024, resigned 13 November 2025) C Smyth (appointed 1 September 2025)
Company number	07477728
Company name	The Flitch Green Academy
Registered and principal office	The Flitch Green Academy Tanton Road Dunmow CM6 3GG
Company secretary	N Mead
Accounting Officer	A Burden (resigned 31 August 2025) L Christmas (appointed 1 September 2025)
Senior Leadership Team	C Smyth, Executive Headteacher (Ex-officio) (From 1 September 2025) L Christmas, Vice Principal (From 1 September 2025) N Mead, Finance and Business Manager (Up to 31 August 2025) K McGivern, Director of Improvement (From 1 September 2025) K Barefield, SENCo (From 1 September 2025) A Burden, Principal (Up to 31 August 2025) S Evans, Vice Principal (Up to 31 December 2024) E North, SENCo (Up to 31 August 2025)
Independent Auditors	Price Bailey LLP Chartered Accountants Causeway House 1 Dane Street Bishop's Stortford CM23 3BT

THE FLITCH GREEN ACADEMY

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2025

The Trustees present their Annual Report together with the financial statements and Auditor's Report of The Flitch Green Academy ("the Charitable Company" or "the Trust") for the year to 31 August 2025. The Annual Report serves the purposes of both a Trustees' Report and a Directors' Report under company law.

The Trust operates an academy for pupils aged 4 to 11 serving the catchment area of Flitch Green, Essex. It has a pupil capacity of 315 and had a roll of 269 in the school census on 3rd October 2024.

Structure, Governance and Management

Constitution

The 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. The Trustees are also the Directors of the Charitable Company for the purposes of company law. The Charitable Company operates as The Flitch Green Academy ("the School" or "The Academy").

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

Members' Liability

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

Trustees' and Officers' Indemnities

The Trust has secured insurance cover through Zurich Insurance. The policy protects Trustees and Officers from claims arising from negligent acts, errors or omissions occurring whilst on Trust business, and provides cover up to £5,000,000 on any one claim. It is not possible to quantify the Trustees and Officers indemnity element from the overall cost of the Trust policy.

Method of Recruitment and Appointment or Election of Trustees

The arrangements are as set out in the Articles and Funding Agreement. Trustees are appointed for a fixed term. The Principal is an ex officio member of the Governing Body (also referred to as "The Board of Trustees" or "The Board"). Parent Trustees and the staff Trustees are elected to office or appointed if there are insufficient candidates offering themselves for election. The Articles of Association make provision for 15 Trustees (6 parents, 1 staff – teaching, 1 staff non-teaching, and 6 others plus the Accounting Officer).

Parent Trustees are approached individually, as well as a whole group. Unless elected unopposed, parent Trustees will be elected via a vote. Staff Trustees are elected through the same process as parent Trustees. Other Trustees are approached individually and voted on to the Governing Body by the current Trustees.

Policies and Procedures Adopted for the Induction and Training of Trustees

The Trust is committed to providing adequate opportunities for Trustees to undertake and receive suitable training so as to enable them to perform their role effectively. To this end the Trust provides internal training led by School staff and also links with a number of local training providers.

All new Trustees have an induction programme, according to their need, which includes introductory sessions, mentoring, formal training courses, and a tour of the School. This process will involve a meeting with the Chair, Principal, selected students and staff. All Trustees are provided with copies of the documents they will need to undertake their role, which include but are not limited to: Keeping Children Safe in Education, Child Protection Policy, Governors Code of Conduct, Academy Trust Handbook and Managing Public Money. Training is monitored throughout the year by the designated link Governor.

THE FLITCH GREEN ACADEMY

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Organisational Structure

The governance of the Trust is defined in the Memorandum and Articles of Association together with the Funding Agreement with the Department of Education. The organisational structure of the Trust consists of three levels: Members, Trustees and Leadership Team. The aim of the management structure is to devolve responsibility and encourage involvement in making major strategic decisions at all levels.

The Governing Body, which meets on at least four occasions per year and each individual committee at least three times per year, is responsible for the strategic direction of the Trust. The Governing Body reviews progress towards educational objectives and results; approves major expenditure requests; sets the budget for the following year; agrees the organisational staffing structure; agrees the performance objectives of the Principal with the School Improvement Partner, and reviews them.

The Principal is the designated Accounting Officer and has overall responsibility for the day to day financial management of the Charitable Company. The Principal has delegated responsibility for authorising spending within the agreed budgets and in agreement with either the Vice Principal or Finance and Business Manager, up to a limit of £20,000. The Vice Principal and Finance and Business Manager can authorise all orders up to £5,000. The Finance, Audit and Risk Committee can authorise orders between £20,001 and £100,000 and the Governing Body must authorise any orders over £100,000. A system of financial controls is in place to manage this process subject to the appropriate tendering procedures.

The Leadership Team for the Trust are the Principal, Vice Principal, the Finance and Business Manager, and SENDCo. These managers control the Academy at an executive level implementing the policies laid down by the Trustees and reporting back to them. They meet frequently to discuss emerging matters and help develop strategies for future development to be put to the Governing Body as required for approval.

Arrangements for setting pay and remuneration of key management personnel.

Key management personnel include Trustees and those staff to whom the Trustees have delegated significant authority and responsibility in the day-to-day running of the Trust.

Pay and remuneration of key management personnel is decided by a variety of contributory factors, such as the school group size, the pay scales for each role, the range of duties and responsibilities and the level of experience of each staff member. In addition, pay levels may be affected by nationally agreed pay awards, the ability to recruit and retain in post, all of which are in accordance with the Trust's appointment and pay policies.

All amendments to key management's pay and remuneration (excluding the Principal) are approved by the Finance, Audit and Risk Committee. The Principal's pay and remuneration is approved by the Remuneration Committee and ratified by the full Governing Body.

Trade Union Facility Time

The Trust has no employees that are Trade Union Representatives.

Related Parties and other Connected Charities and Organisations

Owing to the nature of the Trust's operations and the composition of the Governing Body being drawn from local public and private sector organisations, it is inevitable that from time to time transactions will take place with organisations in which a Trustee may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Trust's financial regulations and normal procedures. Any transaction where the Trustee may have a pecuniary interest is only undertaken in accordance with the 'at cost' principle described in the Academy Trust Handbook.

There were no related party transactions in the year ending 31st August 2025. The Trust also works closely with Cambridge University.

The Trust does not have a formal sponsor.

THE FLITCH GREEN ACADEMY

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Objectives and Activities

Objects and Aims

The principal object and aim of the Charitable Company is the operation of The Flitch Green Academy to provide free education and care for pupils of different abilities between the ages of 4 and 11. Specifically to enable each child to realise his or her full academic, creative and physical potential and to develop positive social and moral values.

The Trust's main strategy is encompassed in its vision statement; 'To provide creative learning experiences which will inspire and challenge our children to maximise their academic potential. Ensuring children leave us as honest, kind and respectful young people, equipped with the skills to continue their journey as lifelong learners'.

Objectives, Strategies and Activities

During the year the Trust has worked towards these aims by:

- ensuring that every child enjoys the same high-quality education in terms of resourcing, tuition and care;
- raising the standard of educational achievement of all pupils;
- developing resilient, resourceful students;
- adapting and applying skills for flexible life-long learning;
- improving the effectiveness of the School by keeping the curriculum and organisational structure under continual review;
- providing value for money for the funds expended; and
- conducting the Academy's business in accordance with the highest standards of integrity.

Our success in fulfilling our aims can be measured by:

- our dedication to pursue excellence through stimulated and active learning, so that achievements of all are recognised and celebrated;
- developing enquiring minds through experience and discovery;
- ensuring all children are active learners engaged in a broad, creative and balanced curriculum using up to date facilities and technologies;
- developing an environment in which courtesy, mutual respect and good manners are of great importance;
- pursuing academic excellence and to create a culture of high achievement;
- raising educational standards, individual achievement and progress;
- ensuring high quality teaching and support for learning, which uses the best possible techniques and approaches;
- developing appropriately personalised pathways through the curriculum, which ensure both breadth and balance and the opportunity to develop special skills and talents;
- providing high levels of pastoral care, personal coaching and family support with an emphasis on individual pupil needs;
- providing structured opportunities for extension and broadening of experience beyond the limits of the local area;
- ensuring regular participation and achievement in physical activity and sport;
- championing the development of self-esteem and self-worth in each pupil; and bringing about collaborative partnerships for learning with a range of other organisations.

Human Equalities Policy

The Trustees recognise that equal opportunities should be an integral part of good practice within the workplace. The Trust aims to establish equal opportunity in all areas of its activities, including creating a working environment in which the contribution and needs of all people are fully valued.

THE FLITCH GREEN ACADEMY

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Disabled Persons

Disabled toilets are installed and door widths are adequate to enable wheelchair access to all the main areas of the School. The policy of the Trust is to support recruitment and retention of pupils and employees with disabilities. The Trust does this by adapting the physical environment, by making resources available and through training and career development.

Public Benefit

The Trustees believe that by working towards the objects and aims of the Trust as detailed above, they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission.

Strategic Report

Achievements and Performance

The Trust continued its mission to ensure that students achieved their potential in public examinations; encouraged a wide range of extra-curricular activities; developed and retained suitable staff and guided students in suitable progression when they left the School.

During the year ended 31 August 2025 The Flitch Green Academy was assessed by the Office for Standards in Education (OFSTED). There was no change to the schools overall judgement of 'Good' and inspectors recommended that the next inspection be a graded inspection. Overall, the inspection provided clarity for the existing strategic and operational plans for the future.

Key Stage 2 outcomes 2025:

Reading: 65% achieved the expected standard, with an average scaled score of 104.1
22% of children achieved the 'high standard'.

Writing: 43% achieved the expected standards.
19% of children were working at greater depth within the expected standard.

Maths: 56% achieved the expected standard, with an average scaled score of 101.4
14% of children achieved the 'high standard'.

Grammar, Punctuation and Spelling:
62% achieved the expected standard, with an average scaled score of 102.7
14% of children achieved the 'high standard'.

Reading, Writing and Maths combined:
38% of children achieved the expected standard in all three subjects.

Year 1 Phonics Screening Check:
89% of Year 1 children achieved the required standard in the Year 1 Phonics check

EYFS – Good Level of Development:
73% of children achieved the Good Level of Development at the end of the Early Years Foundation Stage.

Pupil attendance stood at 93.96% for the period, compared with the national average of 96%.

THE FLITCH GREEN ACADEMY

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Key Performance Indicators (KPI)

Regular information is reported at each Curriculum Committee meeting to enable Trustees to monitor the educational performance of the Trust compared to its aims and development plan.

As funding is based on pupil numbers this is a key performance indicator. Pupil numbers for 2025 were 259. Another key financial performance indicator is staffing costs as a percentage of total grant income. For 2024/25 this was 91% against set parameters of 83%. The Governing Body is confident that staffing levels are closely monitored to agreed Full Time Equivalent and staffing structures previously approved.

The Finance, Audit and Risk Committee also monitor premises costs to General Annual Grant (GAG) income, capitation spend for curriculum departments to GAG income, total income less grants and cash flow on a regular basis to ensure that the budget is set and managed appropriately. All of the above KPI's were within the parameters set by the Governing Body.

Going Concern

The Academy intends to transfer its operations, assets and liabilities to another Trust on 1 September 2026. This can only be achieved if the Academy has a balanced budget, and currently this can only be achieved by applying for a bridging loan from the DfE, unfortunately this would leave the Academy in a position that without DfE assistance the transfer could be untenable.

If the DfE steps in to ensure the Academy's 3 year financial plan is fully financially supported this could ensure a smooth transition in September 2026 to the other Trust, if so it could be expected that the Charitable Company will then be wound up. As required by UK accounting standards the Trustees have prepared the financial statements on the basis that the Academy is no longer a going concern. No material adjustments arose as a result of ceasing to apply the going concern basis. All assets and liabilities will be transferred at their carrying amounts.

The Academy currently forecasts that it will run out of funds in advance of this transfer date and is in discussions with the DfE regarding an emergency loan to allow it to continue trading until the point of intended transfer. As at the current date the funding from the DfE is not certain and nor is the intended transfer.

Financial Review

The principal source of funding for the Trust is the GAG and other grants that it receives from the Department for Education (DfE). For the year ended 31 August 2025 the Trust received £1,702,430 (2024 - £1,749,570) of GAG and other income (excluding interest from LGPS pension adjustments). A high percentage of this income is spent on wages and salaries and support costs to deliver the Trust's primary objective of the provision of education. During the year the Trust spent a total of £1,848,960 (2024 - £1,906,660) on general running costs (including assets capitalised on the balance sheet and excluding depreciation and LGPS deficit adjustments). A summary of the Trust's financial results are set out below:

THE FLITCH GREEN ACADEMY

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

	Restricted General Funds	Unrestricted Funds	Fixed Asset Fund	Pension Reserve	Total
Incoming Resources	1,610,823	84,479	7,128	-	1,702,430
Resources Expended	(1,605,823)	(243,137)	(4,245)	-	(1,853,205)
LGPS Charge	-	-	-	(66,000)	(66,000)
Depreciation	-	-	(113,726)	-	(113,726)
Employer contributions paid	-	-	-	105,000	105,000
Total Resources Expended	(1,605,823)	(243,137)	(117,971)	39,000	(1,927,931)
Assets Purchased from GAG	-	-	-	-	-
Actuarial Gains	-	-	-	(39,000)	(39,000)
Surplus / (Deficit) for the year	5,000	(158,658)	(110,843)	-	(264,501)
Balance at 1 September 2024	-	192,639	3,684,027	-	3,876,666
Balance at 31 August 2025	5,000	33,981	3,573,184	-	3,612,165

Due to a change in actuarial assumptions the Local Government Pension Scheme valuation has increased from an asset position of £186,000 to £581,000. This does not result in any reduction in contributions or repayments to the Academy and therefore an asset ceiling of £581,000 (2024 - £186,000) calculated by the actuary has resulted in a value of £nil being recognised in these financial statements (2024 - £nil). For further information, please see note 22.

Reserves Policy

The Trustees are aware of the requirement to balance current and future needs and always aim to set a balanced budget with annual income balancing annual expenditure. The Trustees monitor estimated year-end carry forward figures via the monthly reports from the Business Manager. The budget plan identifies how any carry forward will be allocated in the plan for the following academic year, including the identification of any funds earmarked for a specific project or purpose.

The Trust's current level of free reserves (total funds less the amount held in fixed assets and restricted funds) is £33,981 (2024 - £192,639). This has been built up from a mixture of locally raised income and balances transferred from the predecessor school.

The Trust's balance on restricted general funds (excluding pension reserve) plus the balance on unrestricted funds at 31 August 2025 was £38,981 (2024 - £192,639).

The Trustees have noted that the cash balance of the Trust has dropped for a second year in a row ending the year with a balance of £109,793 (2024 - £269,114).

THE FLITCH GREEN ACADEMY

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Investment Policy

Surplus cash funds are only allowed to be invested within Lloyds Bank. Funds that the Trust does not immediately need to cover anticipated expenditure are invested in such a way as to maximise the Trust's income with minimal risk. The Trust does not consider the investment of surplus funds as a primary activity, rather a result of good stewardship and as and when circumstances allow.

Principal Risks and Uncertainties

The Trustees maintain a risk register identifying the major risks to which the Trust is exposed, and identifying actions and procedures to mitigate those risks. A formal review of the risk register process is undertaken on an annual basis and the internal control systems and the exposure to said risks are monitored on behalf of the Trustees at each Finance, Audit and Risk Committee meeting. The principal risks facing the Trust are outlined below; those facing the Trust at an operational level are addressed by its systems and by internal financial and other controls. SBM Services have been appointed to carry out all internal audits and report to the Finance, Audit and Risk Committee with its findings.

The Trustees report that the Trust's financial and internal controls conform to guidelines issued by the DfE, and that improvements to the wider framework of systems dealing with business risk and risk management strategy continue to be made and formally documented.

It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

As an academy school, the level of financial risk is low, however we draw attention to the Trust's circumstances noted in the Going Concern section of this report. Cash flows can be reliably forecast, monitored and reported. Staff costs make up the majority of expenditure and are relatively stable with contingencies in place to cover such items as sickness and maternity.

The Trustees assess the other principal risks and uncertainties facing the Trust as follows:

- the Trust has considerable reliance on continued Government funding through the DfE and whilst there has been a small injection of additional funding this will not be enough to counteract the rise of the minimum wage, energy price rises and any other additional costs that the Government may choose to introduce;
- failures in governance and/or management - the risk in this area arises from potential failure to effectively manage the Trust's finances, internal controls, compliance with regulations and legislation, statutory returns, etc. The Trustees continue to review and ensure that appropriate measures are in place to mitigate these risks;
- reputational - the continuing success of the School is dependent on continuing to attract applicants in sufficient numbers by maintaining the highest educational standards. To mitigate this risk Trustees ensure that student progress and outcomes are closely monitored and reviewed;
- local – additional houses being built nearby leading to the Academy being oversubscribed and/or being directed to take pupils as part of the Fair Access Protocol, thus putting additional strain on resources;
- pupil numbers – failure to fill all available places within the Academy will lead to a loss of funding year on year, which will continue to put additional strain on the overall budget;
- safeguarding and child protection - the Trustees continue to ensure that the highest standards are maintained in the areas of selection and of staff, the operation of child protection policies and procedures, health & safety and discipline;
- staffing - the success of the School is reliant on the quality of its staff and the Trustees monitor and review policies and procedures and recruitment to ensure continued development and training of staff as well as ensuring there is clear succession planning;

THE FLITCH GREEN ACADEMY

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

- fraud and mismanagement of funds - the Trustees have appointed SBM Services to carry out a programme of internal scrutiny which includes independent and external checks on financial systems and records as required by the Academy Trust Handbook. All finance staff receive training to keep up to date with financial practice requirements and develop their skills in this area;
- financial instruments – the Trust only deals with bank balances, cash and trade creditors, with limited trade (and other) debtors. The risk in this area is considered to be low;
- defined benefit pension scheme liability – as the Government has agreed to meet the defined benefit pension liability of any school ceasing to exist the main risk to the Trust is the annual cash flow funding of part of the deficit. Trustees take these payments into account when setting the annual budget plan. The scheme is currently in surplus but may return to a deficit position in the future; and
- The school estate is managed by the Caretaker and overseen by the Leadership Team. Statutory testing is carried out in a timely manner and results logged on a central system, which is monitored by the link governor for health and safety. All specialist equipment is subject to service contracts and maintenance carried out where appropriate. There is also a programme in place for non-statutory testing; for example boundary checks and annual lockdown drills.

Governors have noted that the principal risk of safe estate management is the Caretaker being absent from the academy for a prolonged period of time. To mitigate this risk the Caretaker works closely with the Business Manager to ensure they are aware of what statutory testing is required and the frequency of such tests. The Leadership Team also have access to contact details for specialist suppliers who can advise where appropriate. The Academy are also part of the Dunmow Excellence in Education Partnership and have the support of other local schools site teams should the need arise.

Fundraising

The Trust only held small fundraising events during the year including non-uniform/dress up days. The Trust does not work with professional fundraisers or companies who carry out fundraising on its behalf. During the year no complaints or issues have arisen as a result of the fundraising events. All fundraising undertaken during the year was monitored by the Trustees.

Plans for Future Periods

- Improving outcomes: Increase outcomes in English, Maths, Phonics and MTC, align the school and National outcomes, narrow the gap for SEN and Pupil Premium pupils and strengthen and standardise assessment and intervention for core subjects.
- Developing Teaching: Implement a standardised pedagogy across all subjects, maximise teaching timetable and ensure quality interventions.
- Behaviour Curriculum: Consistent approach to behaviour in line with TPP and Positive Pathways and integrate values / skills into the wider academic and pastoral curriculum.
- Empower Middle Leaders: Improve effectiveness of middle leaders, ensure effective monitoring of Core and Foundation Subjects and increase accountability and efficacy.
- Strengthen School Leadership: Grow Leadership Team skills and ability and support succession planning for 2026/27.

Funds Held as Custodian Trustee on Behalf of Others

No funds are held by the Trust as Custodian Trustees on behalf of others.

THE FLITCH GREEN ACADEMY

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Auditors

The Auditors, Price Bailey LLP, are willing to continue in office and a resolution to appoint them will be proposed at the Annual General Meeting.

Insofar 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.

The Trustees' Report, incorporating a strategic report, was approved by the Board of Trustees, as the company directors, on 17 Dec 2025 and signed on its behalf by:



C Bucknell (Dec 17, 2025, 10:47am)

C Bucknell
Chair

THE FLITCH GREEN ACADEMY

GOVERNANCE STATEMENT

Scope of responsibility

As Trustees, we acknowledge we have overall responsibility for ensuring that The Flitch Green Academy Trust 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 Guide.

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 The Flitch Green 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 5 times during the year. The Board met fewer than six times during the year and is satisfied that through the use of sub-committees it maintains effective oversight of funds. Details of such sub-committees are noted below.

Attendance during the year at meetings of the Board of Trustees was as follows:

Trustee	Meetings attended	Out of a possible
A Burden	5	5
A Hawes	2	5
C Bucknell	5	5
C Farley	3	5
J Shakallis	5	5
K Jordan	1	1
K Brown	5	5
K Bailey	5	5
A Ellwood	4	5
J Brooker	3	5
L Lilley	2	5
L Lawlor	3	5
R Noori	3	5
K Thomas	4	5
C Warren	4	4
C Smyth (appointed post year end)	0	0

Review of year:

For the year ended 31 August 2025 the Governing Body saw one Community Governor, one Parent Governor and one Staff Governor step down, as well as the ex-officio Principal. One Staff Governor joined through the year. At the end of the 2025 year the Board realised vacancies for one Parent Governor and one Community Governors. Work to fill this vacancy will take place early in the new academic year.

The main challenge faced by the Governing Body this year was managing an ever decreasing budget and setting a balanced budget for the 2025/26 financial and academic year. High staff numbers and increasing salary and pension contribution costs, combined with low numbers on roll have led to the Trust using almost all of its reserves within a 12 month period.

THE FLITCH GREEN ACADEMY

GOVERNANCE STATEMENT (CONTINUED)

Governance (continued)

The funding provided by the Government to cover the teacher salary and pension increases assisted somewhat, but did not fully fund the cost to the Academy. In addition to this the higher-than-expected increase in support staff salaries remained unfunded. A continuing challenge for the Academy is the need to fill short term teaching gaps between maternity leave. The Trust was unable to fill these gaps with permanent appointments or acting up of existing staff, which again led to the use of more costly supply agency staff.

Steps taken to alleviate the high staffing costs have been to not replace support staff as they leave the Academy. The Trust have agreed on a bottom line for support staff numbers, ensuring that the safety and safeguarding of all children remains at appropriate levels. There was a high turnaround of Leadership staff at the end of the academic year, which prevented the need for an immediate staffing restructure, but this is something the Trust may have to consider moving in the next academic year.

The Trust have worked alongside advisors from the ESFA/DfE during the 2024/25 academic year, who have offered support and guidance on budget monitoring and setting. The Trust have highlighted the ongoing issue of pupil numbers on role to the DfE and Local Authority; noting that the capacity of the school is 315 pupils, but at the end of the 2024/25 academic there were only 260 pupils on role. In 2017 Essex County Council requested the Academy increase its Pupil Admissions Number (PAN) to 45 per year group from 30 to account for the expected number of housing projects in the local area. To date, only a small number of the projected housing projects have been realised which has led to slower than anticipated pupil admissions. With no new housing projects in development at present, the numbers on roll are not set to increase rapidly, which leaves the academy with a lack of per pupil funding. The Trust are considering options to reduce the pupil admission number back to 30 per year group.

The Trust explored the possibility of joining a Multi Academy Trust and interviewed several local MAT's over the course of 2024/25. Following period of due diligence in the summer term, the Trust are now in the process of working towards a possible merger with one of the MATs in September 2026.

The Academy realised increased costs in utilities and core services to the school. In order to try and sustain the increases Trustees urged the leadership team to find ways to save money across day-to-day contracts, as well as enhancing income generation opportunities. In response to this request contracts were scrutinised and an energy broker used to gain the best price for new utility contracts. Several new service contracts were entered into and a handful were ceased. Some progress related to income generation was made with the school hiring out its outside facilities to holiday sports camps. However, the Governing Body recognise that more can be done to generate income and work will continue on this into the next academic year.

The Governing Body continued to monitor and challenge the Leadership Team in all areas of the curriculum, personnel, finance and risk management. Robust management accounts were received monthly along with ongoing monitoring of the forecast outturn and changes to the risk register. The Principal provided full and detailed reports on all areas of the Academy, including the development plan and self-evaluation form, at each Governing Body meeting. Receiving reports and paperwork in good time before meetings enables Trustees enough time to read, digest and question the reports provided to them. Trustees provide ample challenge to all reports at meetings.

Trustees continued to carry out site visits to monitor key areas of academy, including the curriculum, health and safety, the single central record, safeguarding, special educational needs and pupil premium.

Conflicts of interest:

The Trust manages conflicts of interest through a robust procurement policy and by maintaining an up-to-date and complete register of interests. Relevant details from this register are shared across the organisation as appropriate. The Trust continues to collect enhanced data in relation to close family members of Members, Trustees and Key Management Personnel.

THE FLITCH GREEN ACADEMY

GOVERNANCE STATEMENT (CONTINUED)

Governance (continued)

Governance reviews:

In February the Governing Body carried out the annual School Resource Management Self-Assessment, which was then reviewed by the Finance, Audit and Risk Committee.

The Governing Body carried out a new Skills Audit during the year. Monitoring of the results is still ongoing and Governors will discuss the findings early in the new academic year. Details of this register will be used to inform the skills required of perspective new Trustees.

The Governing Body has formally met five times during the year and is satisfied that through the use of sub-committees, it maintains effective oversight. Management accounts have been circulated monthly to the Chair of Governors and the members of the Finance, Audit and Risk Committee. The next self-evaluation will take place during the course of the upcoming academic year.

Committees

The Finance, Audit and Risk Committee is a sub-committee of the main Board of Trustees. Its purpose is to:

- to ensure all funds receivable from the Secretary of State are used for the purposes prescribed by the Department for Education or other appropriate Government body;
- to assist in the preparation of and approve the annual budgets for expenditure in the forthcoming financial year;
- to keep under review the Trust's actual financial performance compared with the budgeted performance and to take remedial action as necessary. Such action is to be reported to the Governing Body. In all cases liaison must be maintained with the appropriate committees;
- to make decisions as to spending within the delegated powers given to it;
- to advise the Governing Body on the appropriateness or otherwise of spending requests outside the delegated powers given to it;
- to monitor all spending within the Trust. Such monitoring will require full liaison with the appropriate committees;
- to receive reports from the Chief Financial Officer at least 6 times a year. Chair of Governors to receive monthly Management Accounts;
- to decide any matter which arises and does not fall within the remit of any other committee;
- to advise the Board of Trustees on the adequacy and effectiveness of its systems of internal control and its arrangements for risk management, control and governance processes, including controls for securing economy, efficiency and effectiveness (value for money);
- to consider and advise the Governing Body on relevant reports by the National Audit Office (NAO), the Department for Education or their successors and other funding bodies and, where appropriate, management's response to these reports;
- to monitor at each meeting the implementation of agreed recommendations relating to the internal audit assignment and annual reports, financial statements, Auditor's management letter and any special reports commissioned;
- to be informed of all additional services undertaken by the Internal Auditor and the external Auditor;
- to ensure all allegations of fraud and irregularity are properly followed up and to oversee the Trust's policy in this area;
- to consider and advise the Governing Body on the external Auditor's Reports and management letters and the management responses to these reports and receive the annual audited financial statement to inform that process;
- to meet with the Auditors prior to and following the annual external audit;
- review the Financial Regulations and Scheme of Delegation annually and report to the Governing Body for approval;
- ensure the Financial Regulations and Scheme of Delegation are implemented by financial staff;
- abide by the requirements and guidelines of the Local Authority and the DfE;
- to agree and determine charges for the letting of the Academy premises including the grounds;
- make recommendations to the Governing Body for future financial planning and in doing so will need to liaise with the other committees;
- advise the Principal on matters relating to the finances of the Trust;

THE FLITCH GREEN ACADEMY

GOVERNANCE STATEMENT (CONTINUED)

Governance (continued)

- to review all policies implemented by the Leadership Team in order to ensure their alignment to the Trust's strategic plans;
- to advise the Governing Body on Risk Management through familiarisation with the concept and requirements of Risk Management;
- to consider the Trust's risk appetite level and to monitor at each of its meetings, the Trust's progress against its Risk Management Action Plan and to review the Annual Risk Management Report for approval by the Governing Body;
- to review the Risk Register annually and report to the Governing Body on any changes to existing risks, impact, likelihood and mitigation;
- to identify any new (urgent or critical) risks through appropriate reporting mechanisms;
- to ensure appropriate audit work on risk management is performed;
- to collect information on risks and risk management;
- to undertake appropriate training on risk management principles and practice;
- to advise the Governing Body on the appointment, re-appointment, dismissal and remuneration of the Internal Auditor;
- to consider and advise the Governing Body on the scope and objectives of the work of the Internal Auditor, including audit needs assessments and strategic, annual and short-term audit plans for the Internal Auditor, including one off assignments;
- to consider and advise the Governing Body on internal audit assignment reports and on their annual report, and management's responses to these reports;
- to ensure effective co-ordination between the Internal Auditor and the external Auditor, including whether the work of the external Auditor should be relied upon for internal audit purposes or vice versa;
- to advise the Governing Body on the appointment, re-appointment, dismissal and remuneration of the external Auditor;
- to consider and advise the Governing Body on the external Auditor's Reports and management letters and the management responses to these reports and receive the annual audited financial statement to inform that process; and
- to consider and advise the Governing Body on the scope and objectives of the work of the External Auditor.

During the year the following issues were dealt with by the Committee:

- Annual budgetary setting and monitoring
- Update of Financial Regulations
- Review of 2024 Financial Statements
- Review of 2025 TPS EOYC
- Review of relevant financial, audit and risk policies
- Review of income and expenditure of additional government grants (e.g. Pupil Premium, Sports Premium, Recovery Premium and the National Tutoring Programme)
- Scrutiny of the Internal Audit Report
- Overseeing matters arising to the property and grounds
- Monitoring of income generation
- Monitoring of the Risk Register
- Oversight of potential capital projects
- Research of possible income generation streams
- Recruitment

THE FLITCH GREEN ACADEMY

GOVERNANCE STATEMENT (CONTINUED)

Governance (continued)

During the year the following changes to the committee took place:

Two members of the Finance, Audit and Risk Committee left at the end of the year and no new members were appointed.

Attendance during the year at meetings was as follows:

Trustee	Meetings attended	Out of a possible
K Brown	3	3
C Bucknell	2	3
A Ellwood	3	3
L Lawlor	2	3
J Shakallis	3	3
L Lilley	3	3
A Burden	3	3

Review of value for money

As Accounting Officer the Principal has responsibility for ensuring that the 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, as well as estates safety and management, achieved in return for the taxpayer resources received.

The Accounting Officer considers how the Trust's use of its resources has provided good value for money during each academic year, and reports to the Board of Trustees where value for money can be improved, including the use of benchmarking data where appropriate. The Accounting Officer for the Trust has delivered improved value for money during the year by:

- The Academy continued to join forces with other local schools within the Dunmow Excellence in Education Partnership to bulk purchase services such as, MyConcern, IGS Data Protection Service and Insight Assessment Tracking. Using the same services as other schools enables group discounts to be realised and therefore significant savings are made. It also allows for staff from each school to discuss and share any matters arising from using the products.
- The Academy make use of the online tools available from the Government, which allow for effective benchmarking and procurement of goods. The Finance, Audit and Risk Committee review the annual Benchmarking Report Card to ensure the Academy are not significantly higher in areas of staffing to similar schools. Benchmarking is also extremely useful in looking at site costs. For example, utilities, grounds maintenance and servicing of specialist equipment. The Academy do face the challenge of monopolistic companies, who are the only ones who can maintain certain elements of the building which can make achieving value for money difficult in some cases.
- All contracts and services were appraised within the year to ensure they were still useful and met the requirements of the staff and pupils using them. A number of contracts were terminated and others were renegotiated to ensure the school gained the best value for the goods purchased. Three quotes were received for expenditure meeting the threshold, which were appraised by the Finance, Audit and Risk Committee for overall cost, quality and longevity.

THE FLITCH GREEN ACADEMY

GOVERNANCE STATEMENT (CONTINUED)

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 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 Flitch Green Academy for the year 1 September 2024 to 31 August 2025 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 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 Trust's significant risks that has been in place for the year 1 September 2024 to 31 August 2025 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees.

The risk and control framework

The Academy's system of internal 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, Audit and Risk 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;
- identification and management of risk;
- setting targets to measure financial and other performance;
- clearly defined purchasing (asset purchase or capital investment) guidelines; and
- identification and management of risks

Internal Scrutiny/Audit

The Board of Trustees has decided to buy-in an internal audit service from SBM Services.

This option has been chosen because SBM Services offer:

- extensive knowledge of schools and academies;
- value for money compared to other companies contacted through the tender process; and
- satisfactory reviews from other schools.

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:

- Risk Management
- Income
- Payroll

On an annual basis, the internal auditor reports to the Board of Trustees, through the Finance, Audit and Risk Committee the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities. On an annual basis SBM Services prepares a summary report to the committee outlining the areas reviewed, key findings, recommendations and conclusions to help the committee consider actions and assess year on year progress.

THE FLITCH GREEN ACADEMY

GOVERNANCE STATEMENT (CONTINUED)

The risk and control framework (continued)

The Internal Auditor has delivered their schedule of work as planned and there were no material control issues arising as a result of their work.

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 school resource management self-assessment tool;
- the work of the executive managers within the Trust who have responsibility for the development and maintenance of the internal control framework.
- the work of the external Auditors;
- correspondence from DfE

The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the Finance, Audit and Risk committee and a plan to address the recommendations and ensure continuous improvement of the system in place.

Conclusion

Based on the advice of the Finance, Audit and Risk Committee and the Accounting Officer, the Board of Trustees is of the opinion that the Trust has an adequate and effective framework for governance, risk management and control.

Approved by the Board of Trustees on 17 Dec 2025

and signed on their behalf by:



C Bucknell (Dec 17, 2025, 10:47am)

L Christmas (Dec 17, 2025, 9:38am)

C Bucknell
Chair

L Christmas
Accounting Officer

THE FLITCH GREEN ACADEMY

STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE

As Accounting Officer of the Trust, I confirm that I have had due regard to the framework of authorities governing regularity, propriety and compliance, including the trust's funding agreement with DfE, and the requirements of the Academy Trust Handbook, including responsibilities for estates safety and management. I have also considered my responsibility to notify the Board of Trustees and DfE of material irregularity, impropriety and non-compliance with terms and conditions of all funding, including for estates safety and management

I confirm that I, and the 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 framework of authorities.

I confirm that no instances of material irregularity, impropriety or 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 DfE.

L Christmas

L Christmas (Dec 17, 2025, 9:38am)

L Christmas
Accounting Officer

Date: 17 Dec 2025

THE FLITCH GREEN ACADEMY

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 AUGUST 2025

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 Department for Education, 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 2024 to 2025;
- 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 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 the Board of Trustees on 17 Dec 2025
on its behalf by:

and signed



C Bucknell (Dec 17, 2025, 10:47am)

C Bucknell
Chair

THE FLITCH GREEN ACADEMY

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

Opinion

We have audited the financial statements of The Flitch Green Academy (the 'Trust') for the year ended 31 August 2025 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 2024 to 2025 issued by the Department for Education.

In our opinion the financial statements:

- give a true and fair view of the state of the Trust's affairs as at 31 August 2025 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 2024 to 2025 issued by the Department for Education.

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 Trust 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.

Emphasis of matter - basis of preparation

We draw attention to note 1.2 in the financial statements, which explains that the Academy intends to transfer its operations, assets and liabilities to another Trust on 1 September 2026, therefore the Trustees do not consider it to be appropriate to adopt the going concern basis of accounting in preparing the financial statements. Accordingly the financial statements have been prepared on a basis other than going concern as described in note 1.2. The Academy currently forecasts that it will run out of funds in advance of this transfer date and is in discussions with the DfE regarding an emergency loan to allow it to continue trading until the point of transfer. As at the current date the funding from the DfE is not certain and nor is the intended transfer.

No material adjustments arose as a result of ceasing to apply the going concern basis and all assets and liabilities will be transferred at their carrying amounts should the transfer take place. Our opinion is not modified in respect of this matter.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

THE FLITCH GREEN ACADEMY

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

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 Trust 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 Trustees' Responsibilities Statement, the Trustees (who are also the Directors of the Charitable Company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Trust'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 Trust or to cease operations, or have no realistic alternative but to do so.

THE FLITCH GREEN ACADEMY

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

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Academy Trust and the sector in which it operates and considered the risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations. This included those regulations directly related to the financial statements, including financial reporting and tax legislation and academy sector regulations including GDPR, employment law, health and safety and safeguarding.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- We reviewed systems and procedures to identify potential areas of management override risk. In particular, we carried out testing of journal entries and other adjustments for appropriateness, and evaluating the business rationale of any large or unusual transactions to determine whether they were significant to our assessment.
- We reviewed key controls, authorisation procedures and decision making processes for any unusual or one-off transactions.
- We reviewed minutes of Trustee meetings and other relevant sub-committees of the Board and agreed the financial statement disclosures to underlying supporting documentation.
- We have made enquiries of the Accounting Officer and senior management team to identify laws and regulations applicable to the Academy. We assessed details of any breaches where applicable in order to assess the impact upon the Academy.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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.

THE FLITCH GREEN ACADEMY

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

Use of our Report

This report is made solely to the Trust'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 Trust'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 Trust and its Members, as a body, for our audit work, for this report, or for the opinions we have formed.

Suzanne Goldsmith FCA (Senior Statutory Auditor)

for and on behalf of

Price Bailey LLP

Chartered Accountants

Statutory Auditors

Causeway House

1 Dane Street

Bishop's Stortford

CM23 3BT

Date: 17 December 2025

THE FLITCH GREEN ACADEMY

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE FLITCH GREEN ACADEMY AND THE EDUCATION & SKILLS FUNDING AGENCY

In accordance with the terms of our engagement letter dated 3 June 2024 and further to the requirements of the Department for Education (DfE) as included in the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts 2024 to 2025, we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest, in all material respects, the expenditure disbursed and income received by The Flitch Green Academy during the year 1 September 2024 to 31 August 2025 have not been applied to the purposes intended by Parliament and that the financial transactions do not conform to the authorities which govern them.

This report is made solely to The Flitch Green Academy and the Secretary of State for Education in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to The Flitch Green Academy and the Secretary of State for Education 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 Flitch Green Academy and the Secretary of State for Education, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of The Flitch Green Academy's Accounting Officer and the Reporting Accountant

The Accounting Officer is responsible, under the requirements of The Flitch Green Academy's funding agreement with the Secretary of State for Education dated 1 February 2011 and the Academy Trust Handbook, extant from 1 September 2024, 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 extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts 2024 to 2025. 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 2024 to 31 August 2025 have not been applied for the purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

THE FLITCH GREEN ACADEMY

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

Approach

We conducted our engagement in accordance with the Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by DfE, which requires a limited assurance engagement as set out 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 Trust's income and expenditure.

The work undertaken to draw our conclusions includes:

- An assessment of the risk of material irregularity, impropriety and non-compliance;
- Consideration and corroboration of the evidence supporting the Accounting Officer's statement on regularity, propriety and compliance and how the Trust complies with the framework of authorities;
- Evaluation of the general control environment of the Trust, extending the procedures required for financial statements to include regularity, propriety and compliance;
- Discussions with and representations from the Accounting Officer and other key management personnel;
- An extension of substantive testing from our audit of the financial statements to cover matters pertaining to regularity, in order to support the regularity conclusion, including governance, internal controls, procurement and the application of income.

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 2024 to 31 August 2025 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

Reporting Accountant
Price Bailey LLP

Date: 17 December 2025

THE FLITCH GREEN ACADEMY

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 AUGUST 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Restricted fixed asset funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:						
Donations and capital grants	3	340	41,294	7,128	48,762	44,519
Other trading activities	5	63,611	-	-	63,611	53,081
Investments	6	25	-	-	25	1,555
Charitable activities	4	20,503	1,569,529	-	1,590,032	1,650,415
Total income		84,479	1,610,823	7,128	1,702,430	1,749,570
Expenditure on:						
Charitable activities	7	243,137	1,566,823	117,971	1,927,931	1,884,101
Total expenditure		243,137	1,566,823	117,971	1,927,931	1,884,101
Net movement in funds before other recognised gains/(losses)		(158,658)	44,000	(110,843)	(225,501)	(134,531)
Other recognised gains/(losses):						
Actuarial losses on defined benefit pension schemes	22	-	(39,000)	-	(39,000)	(44,000)
Net movement in funds		(158,658)	5,000	(110,843)	(264,501)	(178,531)
Reconciliation of funds:						
Total funds brought forward		192,639	-	3,684,027	3,876,666	4,055,197
Net movement in funds		(158,658)	5,000	(110,843)	(264,501)	(178,531)
Total funds carried forward		33,981	5,000	3,573,184	3,612,165	3,876,666

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

The notes on pages 29 to 53 form part of these financial statements.

THE FLITCH GREEN ACADEMY
REGISTERED NUMBER: 07477728

BALANCE SHEET
AS AT 31 AUGUST 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	13	3,573,184	3,684,027
Current assets			
Debtors	14	56,998	47,271
Cash at bank and in hand	20	109,793	269,114
		<u>166,791</u>	<u>316,385</u>
Current liabilities			
Creditors: amounts falling due within one year	15	(127,810)	(123,746)
Net current assets		<u>38,981</u>	<u>192,639</u>
Total net assets		<u><u>3,612,165</u></u>	<u><u>3,876,666</u></u>
Funds of the Trust			
Restricted funds:			
Fixed asset funds	16	3,573,184	3,684,027
Restricted income funds	16	5,000	-
Total restricted funds	16	<u>3,578,184</u>	<u>3,684,027</u>
Unrestricted income funds	16	<u>33,981</u>	<u>192,639</u>
Total funds		<u><u>3,612,165</u></u>	<u><u>3,876,666</u></u>

The financial statements on pages 26 to 53 were approved by the Trustees, and authorised for issue on and are signed on their behalf, by:



17 Dec 2025

C Bucknell (Dec 17, 2025, 10:47am)

C Bucknell
Chair

The notes on pages 29 to 53 form part of these financial statements.

THE FLITCH GREEN ACADEMY

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash used in operating activities	18	(163,591)	(131,712)
Cash flows from investing activities	19	4,270	(82,595)
Change in cash and cash equivalents in the year		(159,321)	(214,307)
Cash and cash equivalents at the beginning of the year		269,114	483,421
Cash and cash equivalents at the end of the year	20, 21	<u>109,793</u>	<u>269,114</u>

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting policies

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 Trust, 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 2024 to 2025 issued by DfE, the Charities Act 2011 and the Companies Act 2006.

The Academy is a company limited by guarantee. Members are named on page 1. In the event of the Academy being wound up, the liability in respect of the guarantee is limited to £10 per Member. The Academy's registered office is Tanton Road, Dunmow, Essex, CM6 3GG.

1.2 Going concern

The Academy intends to transfer its operations, assets and liabilities to another Trust on 1 September 2026 and it is expected that the Charitable Company will then be wound up. As required by UK accounting standards the Trustees have prepared the financial statements on the basis that the Academy is no longer a going concern. No material adjustments arose as a result of ceasing to apply the going concern basis. All assets and liabilities will be transferred at their carrying amounts. The Academy currently forecasts that it will run of funds in advance of this transfer date and is in discussions with the DfE regarding an emergency loan to allow it to continue trading until the point of intended transfer. As at the current date the funding from the DfE is not certain and nor is the intended transfer.

1.3 Income

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

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 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.

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting policies (continued)

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.

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

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 Trust; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

1.6 Tangible fixed assets

Assets costing £1,000 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.

Depreciation is provided on the following bases:

L/Term leasehold property	- 50 years straight line
Furniture and equipment	- 7 years straight line
Computer equipment	- 4 years straight line

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.

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting policies (continued)

1.7 Taxation

The Trust is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a Charitable Company for UK corporation tax purposes. Accordingly, the Trust 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.

1.8 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.

1.9 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.

1.10 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 Trust anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

1.11 Financial instruments

The Trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the Trust 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 note 15. 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.

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting policies (continued)

1.12 Pensions

Retirement benefits to employees of the Trust 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 Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. 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 Trust in separate Trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

If pension scheme assets are more than liabilities a surplus is recognised only to the extent that the Academy is able to recover the surplus either through reduced contributions in the future or through refunds from the scheme. Any change in the restriction of the surplus is an actuarial gain or loss and is recognised in other recognised gains and losses.

1.13 Fund accounting

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of the Trust 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 DfE Group.

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

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

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 Trustees make 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 22, 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 2022 has been used by the actuary in valuing the pensions liability at 31 August 2025. 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.

At the Balance Sheet date the pension scheme assets were more than the liabilities, resulting in a surplus. It was necessary to determine the extent to which this surplus was capable of being recovered either through reduced contributions in the future or through refunds from the scheme. A refund is only available on ceasing to participate in the scheme, which is not practicably possible whilst the Academy continues in operation due to the requirement to provide access to the scheme to relevant employees and would not be possible if the Academy were to cease operations as these operations would be transferred to another academy trust that would take over any asset. With regard to reductions in contributions the Academy is pooled with other trusts in the setting of its contribution rates under the scheme. In addition the Academy considers there to be a minimum funding requirement in respect of its contributions. Consequently the Academy does not consider that it is able to recover the surplus through reduced contributions in the future and has therefore restricted the surplus recognised to £nil.

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

3. Income from donations and capital grants

	Unrestricted funds 2025 £	Restricted funds 2025 £	Restricted fixed asset funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donations	340	41,294	-	41,634	37,403
Capital grants	-	-	7,128	7,128	7,116
	<u>340</u>	<u>41,294</u>	<u>7,128</u>	<u>48,762</u>	<u>44,519</u>
Total 2024	<u>544</u>	<u>36,859</u>	<u>7,116</u>	<u>44,519</u>	

In 2024, income from donations was £37,403, £544 of which was unrestricted and £36,859 was restricted.

In 2024, income from capital grants of £7,116 were in relation to restricted fixed assets.

THE FLITCH GREEN ACADEMY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

4. Funding for the Trust's charitable activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Provision of Education				
DfE grants				
General Annual Grant (GAG)	-	1,286,190	1,286,190	1,277,450
Other DfE grants				
Other DfE grants	-	8,390	8,390	2,122
Rates Relief	-	11,561	11,561	11,109
UIFSM	-	37,746	37,746	37,014
Sports Premium	-	18,440	18,440	18,340
Pupil Premium	-	50,870	50,870	50,826
Mainstream schools additional grant	-	-	-	40,811
Core Schools Budget Grant	-	45,428	45,428	-
NI Grant	-	10,394	10,394	-
Teachers Pay grant	-	21,645	21,645	21,331
Teachers Pension grant	-	26,227	26,227	10,928
	-	1,516,891	1,516,891	1,469,931
Other Government grants				
Local Authority grants	-	52,638	52,638	180,484
Catering Income	20,503	-	20,503	-
	20,503	1,569,529	1,590,032	1,650,415
Total 2024	-	1,650,415	1,650,415	

In 2024, all income from the provision of education was restricted.

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

5. Income from other trading activities

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Hire of facilities	7,245	7,245	6,080
Other income	56,366	56,366	47,001
	<u>63,611</u>	<u>63,611</u>	<u>53,081</u>
Total 2024	<u>53,081</u>	<u>53,081</u>	

In 2024, income from hire of facilities was £6,080, all of which was unrestricted.

In 2024, other income was £47,001, all of which unrestricted.

6. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Bank interest	25	25	1,555
	<u>1,555</u>	<u>1,555</u>	
Total 2024	<u>1,555</u>	<u>1,555</u>	

In 2024, all investment income was in relation to unrestricted funds.

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

7. Expenditure

	Staff Costs 2025 £	Premises 2025 £	Other 2025 £	Total 2025 £	Total 2024 £
Direct costs	1,222,473	-	103,296	1,325,769	1,279,012
Support costs	207,754	271,884	122,524	602,162	605,089
	<u>1,430,227</u>	<u>271,884</u>	<u>225,820</u>	<u>1,927,931</u>	<u>1,884,101</u>
Total 2024	<u>1,399,338</u>	<u>285,646</u>	<u>199,117</u>	<u>1,884,101</u>	

In 2024, direct costs consisted of £1,199,142 staff costs and £79,870 other costs.

In 2024, support costs consisted of £200,196 staff costs, £285,646 premises costs and £119,247 other costs.

8. Charitable Activities

	2025 £	2024 £
Direct costs	1,325,769	1,279,012
Support costs	602,162	605,089
Total	<u>1,927,931</u>	<u>1,884,101</u>

	2025 £	2024 £
Analysis of support costs		
Support staff costs	207,754	200,196
Depreciation	113,726	112,591
Technology costs	14,550	14,549
Premises costs (excluding depreciation)	158,158	173,055
Other support costs	87,002	87,623
Governance costs	20,972	17,075
	<u>602,162</u>	<u>605,089</u>

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

9. Net (expenditure)/income

Net (expenditure)/income for the year includes:

	2025 £	2024 £
Operating lease rentals	1,376	1,376
Depreciation of tangible fixed assets	113,726	112,591
Fees paid to Auditors for:		
- audit	8,340	7,630
- other services	7,800	7,035
	<u> </u>	<u> </u>

10. Staff

a. Staff costs and employee benefits

Staff costs during the year were as follows:

	2025 £	2024 £
Wages and salaries	1,048,860	1,053,843
Social security costs	108,899	93,020
Pension costs	229,597	217,800
	<u> </u>	<u> </u>
	1,387,356	1,364,663
Agency staff costs	42,871	34,675
	<u> </u>	<u> </u>
	<u>1,430,227</u>	<u>1,399,338</u>

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

10. Staff (continued)

b. Staff numbers

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

	2025 No.	2024 No.
Teachers	12	13
Administration and support	25	28
Management	4	4
	<u>41</u>	<u>45</u>

The average headcount expressed as full-time equivalents was:

	2025 No.	2024 No.
Teachers	11	12
Administration and support	13	14
Management	3	3
	<u>27</u>	<u>29</u>

c. Higher paid staff

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

	2025 No.	2024 No.
In the band £70,001 - £80,000	<u>1</u>	<u>1</u>

d. Key management personnel

The key management personnel of the Trust comprise the Trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Trust was £363,650 (2024 - £329,884).

Included in the above are employer pension contributions of £71,591 (2024 - £59,931) and employer National Insurance Contributions of £31,533 (2024 - £26,061).

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

11. Trustees' remuneration and expenses

One or more Trustees has been paid remuneration or has received other benefits from an employment with the 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. The value of Trustees' remuneration and other benefits was as follows:

		2025 £	2024 £
A Burden	Remuneration	75,000 - 80,000	70,000 - 75,000
	Pension contributions paid	20,000 - 25,000	15,000 - 20,000
C Warren	Remuneration	25,000 - 30,000	- -
	Pension contributions paid	5,000 - 10,000	- -
K Jordan	Remuneration	-	10,000 - 15,000
C Farley	Remuneration	30,000 - 35,000	25,000 - 30,000
	Pension contributions paid	5,000 - 10,000	5,000 - 10,000

During the year ended 31 August 2025, £nil was reimbursed in expenses (2024 - £nil).

12. Trustees' and Officers' insurance

In accordance with normal commercial practice, the Trust has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business. The insurance provides cover up to £5,000,000 on any one claim and the cost of this insurance is included in the total insurance cost.

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

13. Tangible fixed assets

	Long-term leasehold property £	Furniture and equipment £	Computer equipment £	Total £
Cost or valuation				
At 1 September 2024	4,767,316	49,742	111,724	4,928,782
Additions	-	2,883	-	2,883
At 31 August 2025	4,767,316	52,625	111,724	4,931,665
Depreciation				
At 1 September 2024	1,123,659	38,742	82,354	1,244,755
Charge for the year	95,348	3,441	14,937	113,726
At 31 August 2025	1,219,007	42,183	97,291	1,358,481
Net book value				
At 31 August 2025	3,548,309	10,442	14,433	3,573,184
At 31 August 2024	3,643,657	11,000	29,370	3,684,027

14. Debtors

	2025 £	2024 £
Due within one year		
Trade debtors	-	21
Other debtors	39	39
Prepayments and accrued income	49,548	38,498
VAT recoverable	7,411	8,713
	56,998	47,271

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

15. Creditors: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	22,808	8,804
Other taxation and social security	27,748	22,587
Other creditors	27,733	29,987
Accruals and deferred income	49,521	62,368
	<u>127,810</u>	<u>123,746</u>
	2025 £	2024 £
Deferred Income		
Deferred income brought forward	31,672	110,625
Resources deferred during the year	30,228	31,672
Amounts released from previous periods	(31,672)	(110,625)
	<u>30,228</u>	<u>31,672</u>
Deferred income carried forward	<u>30,228</u>	<u>31,672</u>

Balances in deferred income relate to funding received in advance of the 2025/26 financial year from the DfE.

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

16. Statement of funds

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2025 £
Unrestricted funds						
Unrestricted funds	192,639	84,479	(243,137)	-	-	33,981
Restricted general funds						
General Annual Grant (GAG)	-	1,286,190	(1,286,190)	-	-	-
Other DfE / ESFA grants	-	230,701	(230,701)	-	-	-
Restricted donations	-	41,294	(36,294)	-	-	5,000
Other Government grants	-	52,638	(52,638)	-	-	-
Pension reserve	-	-	39,000	-	(39,000)	-
	-	1,610,823	(1,566,823)	-	(39,000)	5,000
Restricted fixed asset funds						
Restricted fixed asset funds	3,684,027	-	(113,726)	2,883	-	3,573,184
DfE / ESFA capital grants	-	7,128	(4,245)	(2,883)	-	-
	3,684,027	7,128	(117,971)	-	-	3,573,184
Total restricted funds	3,684,027	1,617,951	(1,684,794)	-	(39,000)	3,578,184
Total funds	3,876,666	1,702,430	(1,927,931)	-	(39,000)	3,612,165

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

16. Statement of funds (continued)

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

Unrestricted funds

This represents income received that does not have restrictions.

General Annual Grant

This represents funding from the DfE to be used for the normal running costs of the Trust, including education and support costs. Under the funding agreement with the Secretary of State, the Trust was not subject to a limit on the amount of GAG it could carry forward at 31 August 2025.

Other DfE Grants

This fund has also arisen from funding received the Department for Education for the furtherance of the Trust's activities that are not funded through the General Annual Grant.

Other Government grants

This represents various small grants from local and national Government bodies for the provision of specific services to pupils of the Academy.

Restricted donations

This represents donations received by the Trust which have restrictions on what they can be used for applied to them.

Pension reserve

This reserve represents the Trust's share of the valuation on the Local Government Pension Scheme (LGPS).

Restricted fixed asset funds

Restricted fixed asset funds represent resources which are to be applied to specific capital purposes imposed by the DfE.

The transfer between funds represents the net adjustment for additions of fixed assets purchased using GAG funding.

DfE Capital Grants

This represents funding received from the DfE specifically for the maintenance and improvement of the Trust's buildings and facilities.

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

16. Statement of funds (continued)

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

	Balance at 1 September 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2024 £
Unrestricted funds						
Unrestricted funds	318,947	55,180	(181,488)	-	-	192,639
Restricted general funds						
General Annual Grant (GAG)	19,181	1,277,450	(1,212,481)	(84,150)	-	-
Other DfE/ESFA grants	11,717	192,481	(204,198)	-	-	-
Restricted donations	-	36,859	(36,859)	-	-	-
Other Government grants	-	180,484	(180,484)	-	-	-
Pension reserve	-	-	44,000	-	(44,000)	-
	30,898	1,687,274	(1,590,022)	(84,150)	(44,000)	-
Restricted fixed asset funds						
Restricted fixed asset funds	3,705,352	-	(112,591)	91,266	-	3,684,027
DfE capital grants	-	7,116	-	(7,116)	-	-
	3,705,352	7,116	(112,591)	84,150	-	3,684,027
Total restricted funds	3,736,250	1,694,390	(1,702,613)	-	(44,000)	3,684,027
Total funds	4,055,197	1,749,570	(1,884,101)	-	(44,000)	3,876,666

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

17. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Restricted fixed asset funds 2025 £	Total funds 2025 £
Tangible fixed assets	-	-	3,573,184	3,573,184
Current assets	33,981	132,810	-	166,791
Creditors due within one year	-	(127,810)	-	(127,810)
Total	33,981	5,000	3,573,184	3,612,165

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	Restricted funds 2024 £	Restricted fixed asset funds 2024 £	Total funds 2024 £
Tangible fixed assets	-	-	3,684,027	3,684,027
Current assets	192,639	123,746	-	316,385
Creditors due within one year	-	(123,746)	-	(123,746)
Total	192,639	-	3,684,027	3,876,666

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

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

	2025 £	2024 £
Net expenditure for the year (as per Statement of Financial Activities)	(225,501)	(134,531)
Adjustments for:		
Depreciation	113,726	112,591
Interest receivable	(25)	(1,555)
(Increase)/decrease in debtors	(9,727)	44,087
Increase/(decrease) in creditors	4,064	(101,188)
Pension adjustments	(39,000)	(44,000)
Capital grants from DfE Group	(7,128)	(7,116)
Net cash used in operating activities	(163,591)	(131,712)

19. Cash flows from investing activities

	2025 £	2024 £
Interest received	25	1,555
Purchase of tangible fixed assets	(2,883)	(91,266)
Capital grants from DfE Group	7,128	7,116
Net cash provided by/(used in) investing activities	4,270	(82,595)

20. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand and at bank	109,793	269,114
Total cash and cash equivalents	109,793	269,114

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

21. Analysis of changes in net debt

	At 1 September 2024 £	Cash flows £	At 31 August 2025 £
Cash at bank and in hand	269,114	(159,321)	109,793
	<u>269,114</u>	<u>(159,321)</u>	<u>109,793</u>

22. Pension commitments

The Trust's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Essex County Council. Both are multi-employer defined benefit schemes.

The latest actuarial valuation of the TPS related to the period ended 31 March 2020 and of the LGPS 31 March 2022.

Contributions amounting to £27,733 were payable to the schemes at 31 August 2025 (2024 - £29,987) 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.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

22. 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 ensure scheme costs are recognised and managed appropriately and the review specifies 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 2020. The valuation report was published by the Department for Education on 27 October 2023, with the SCAPE rate, set by HMT, applying a notional investment return based on 1.7% above the rate of CPI. The key elements of the valuation outcome are:

- Employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy). This is an increase of 5% in employer contributions and the cost control result is such that no change in member benefits is needed.
- Total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million.

The result of this valuation was implemented on 1 April 2024. The next valuation result is due to be implemented from 1 April 2027.

The employer's pension costs paid to TPS in the year amounted to £164,943 (2024 - £145,771).

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 Trust is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the Trust has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Trust has set out above the information available on the scheme.

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2025 was £130,000 (2024 - £133,000), of which employer's contributions totalled £105,000 (2024 - £108,000) and employees' contributions totalled £25,000 (2024 - £25,000). The agreed contribution rates for future years are 25 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 and on 21 July 2022, the Department for Education reaffirmed its commitment to the guarantee, with a parliamentary minute published on [GOV.UK](https://www.gov.uk).

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

22. Pension commitments (continued)

Principal actuarial assumptions

	2025 %	2024 %
Rate of increase in salaries	3.60	3.80
Rate of increase for pensions in payment/inflation	2.60	2.80
Discount rate for scheme liabilities	6.20	5.15
RPI Inflation	2.95	3.00

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

	2025 Years	2024 Years
Retiring today		
Males	21.8	20.7
Females	24.1	23.3
Retiring in 20 years		
Males	23.4	22.0
Females	25.8	24.7

As at 31 August 2025 the Trust had a defined benefit pension obligation of £864,000 (2024 - £1,025,000). The sensitivity analysis detailed below would increase/(decrease) the closing defined benefit obligation in the following way:

Sensitivity analysis

	2025 £000	2024 £000
Discount rate +0.1%	(21)	(27)
Discount rate -0.1%	22	28
Mortality assumption - 1 year increase	19	27
Mortality assumption - 1 year decrease	(19)	(26)
CPI rate +0.1%	22	27
CPI rate -0.1%	(21)	(26)

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

22. Pension commitments (continued)

Share of scheme assets

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

	At 31 August 2025 £	At 31 August 2024 £
Equities	813,000	680,000
Gilts	20,000	21,000
Property	114,000	85,000
Cash and other liquid assets	23,000	21,000
Alternative assets	219,000	181,000
Other managed funds	256,000	223,000
Total market value of assets	1,445,000	1,211,000

The scheme's assets are valued at £1,445,000, due to this resulting in assets exceeding liabilities a surplus exists. The surplus has been capped by an asset ceiling calculated by the actuary based on application of the scheme rules which state the trust only has a limited entitlement to future economic benefit resulting from this actuarial valuation. The value of this is £581,000 (2024 - £186,000) which has restricted the value of assets recognised in the accounts to £864,000.

The actual return on scheme assets was £112,000 (2024 - £120,000).

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

	2025 £	2024 £
Current service cost	(67,000)	(70,000)
Interest income	55,000	54,000
Interest cost	(53,000)	(47,000)
Administrative expenses	(1,000)	(1,000)
Total amount recognised in the Statement of Financial Activities	(66,000)	(64,000)

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

22. Pension commitments (continued)

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

	2025 £	2024 £
At 1 September	1,025,000	891,000
Current service cost	67,000	70,000
Interest cost	53,000	47,000
Employee contributions	25,000	25,000
Actuarial gains	(289,000)	(5,000)
Benefits paid	(17,000)	(3,000)
At 31 August	<u>864,000</u>	<u>1,025,000</u>

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

	2025 £	2024 £
At 1 September	1,025,000	891,000
Interest income	55,000	54,000
Actuarial losses	(328,000)	(49,000)
Employer contributions	105,000	108,000
Employee contributions	25,000	25,000
Benefits paid	(17,000)	(3,000)
Admin expenses	(1,000)	(1,000)
At 31 August	<u>864,000</u>	<u>1,025,000</u>

23. Operating lease commitments

At 31 August 2025 the Trust had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025 £	2024 £
Equipment		
Within 1 year	<u>344</u>	<u>344</u>

24. 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 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 cease to be a Member.

THE FLITCH GREEN ACADEMY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

25. Related party transactions

Owing to the nature of the Trust and the composition of the Board of Trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the Trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the Academy Trust Handbook, including notifying the DfE of all transactions made on or after 1 April 2019 and obtaining their approval where required, and with the Trust's financial regulations and normal procurement procedures relating to connected and related party transactions.

During the year, donations were received from Friends of Flitch Green (2024 – £8,323). However, following the resignation of Trustees in the prior year this no longer meets the definition of a related party.

No other related party transactions took place (2024 - £nil) in the period of the account, other than the Trustees remuneration and expenses already disclosed in note 11.