

Company Registration Number: 08060721 (England & Wales)

THE MILL ACADEMY
(A company limited by guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2025

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THE MILL ACADEMY
(A company limited by guarantee)

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REFERENCE AND ADMINISTRATIVE DETAILS

Members

D Jones
W Stephenson
Chair of the Trust Board (C King)
The Oxford Diocesan Board of Education

Directors

W Hemmingsley, Chief Executive
K Black
C King, Chair
C Laing
C Mitchell (resigned 9 July 2025)
D Sharp (appointed 2 October 2024, resigned 26 June 2025)
L Williams (resigned 9 July 2025)

Company Registration Number

08060721

Company Name

The Mill Academy

Principal and Registered Office

The Henry Box School, Church Green, Witney, Oxfordshire, OX28 4AX

Company Secretary

K Hex (resigned 31/01/2025)
S Nicholls (appointed 01/02/2025)

Chief Executive

W Hemmingsley

Senior Management Team

W Hemmingsley, Chief Executive, Accounting Officer and Head teacher of The Henry Box School
V Musson, Director of Education
N Stretton, Chief Finance Officer (resigned 31/12/2024)
R Goddard, Deputy Head teacher of The Henry Box School
L Dixon, Head teacher of Finstock CE Primary School and Queen Emma's Primary School
L Kirkham, Chief Financial Officer (appointed 01/12/2024)
A James-Bott, Deputy Head teacher of Finstock CE Primary School and Queen Emma's Primary School

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REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Independent Auditor

James Cowper Kreston Audit, Apex, Forbury Road, Reading, Berkshire, RG1 1AX

Bankers

Lloyds Bank Plc, P O Box 1000, Andover, BX1 1LT

Solicitors

Harrison Clark Rickerbys, Ellenborough House, Wellington Street, Cheltenham, GL50 1YD

Internal Auditor

Bishop Fleming, 10 Temple Back, Bristol, BS1 6FL

THE MILL ACADEMY
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2025

The Trustees present their annual report together with the audited financial statements and auditors' report of The Mill Academy ('the Trust or 'the charitable company') for the period 31 August 2025. The annual report serves the purposes of both a Trustees' report, and a Directors' report under company law.

The Trust operates two primary schools and one secondary school in West Oxfordshire. Its academies have a combined pupil capacity of 1889 and had a roll of 1263 in the school census in October 2025.

Structure, governance and management

a. Constitution

The Trust, which was incorporated on 8 May 2012 and opened as an Academy on 1 June 2012, is a company limited by guarantee and an exempt charity. The charitable company's Memorandum and Articles of Association are the primary governing documents of the Trust.

The Trustees act as the Trustees for the charitable activities of the Trust and are the Directors of the charitable company for the purposes of company law.

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.

b. 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.

c. Trustees' indemnities

The Trustees benefit from indemnity insurance purchased by the Trust to cover the liability of the Trustees arising from negligent acts, errors or commissions occurring whilst on Trust business. The limit of this indemnity is £5,000,000.

d. Principal activities

The principal activity of the Trust is to advance for the public benefit, ensuring each of its academies are at the heart of its community, promoting community cohesion and sharing facilities with other schools and/or other educational institutions and the wider community.

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

Structure, governance and management (continued)

e. Method of Recruitment and Appointment or Election of Trustees

On the formation of The Mill Academy, from the former single academy trust known as The Henry Box School, new Trustees were appointed. The Trust shall have the following Trustees as set out in its Articles of Association and Funding Agreement:

- Up to 9 Trustees who are appointed by the Members
- Up to 3 Trustees who are appointed by the Diocesan Board of Education, and
- The Chief Executive who is treated for all purposes as being a Trustee.

Trustees are appointed for a four-year period, except that this time limit does not apply to the Chief Executive. Subject to remaining eligible to be a particular type of Trustee, any Trustee can be re-appointed or re-elected.

When appointing new Trustees, the Members, Trustees and the Diocesan Board of Education will give consideration to the skills and experience mix of existing Trustees in order to ensure the Board has the necessary skills to contribute fully to the Trust's development.

f. Policies and Procedures Adopted for the Induction and Training of Trustees

The training and induction provided for new Trustees will depend upon their existing experience and tends to be done informally and tailored specifically to the individual based on an audit of their skills. All Trustees are provided with electronic copies (or links to shared areas) of policies, procedures, plans and other documents they will need to undertake their role as Trustee.

There are Trustee training days organised each year which includes training sessions to keep the Trustees updated on relevant developments impacting on their roles and responsibilities. The Trust subscribes to the National Governor Association and The Key giving Trustees access to a range of resources, articles and training.

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

Structure, governance and management (continued)

g. Organisational Structure

The Board of Trustees normally meets at least six times a year. The Trustees establish an overall framework for the governance of the Trust and determines membership, terms of reference and procedures of its Committees and other groups. It receives reports including policies from its Committees for ratification. It monitors the activities of the Committees through the minutes of their meetings. The Board of Trustees may from time to time establish working groups to perform specific tasks over the limited timescale.

There are eight Committees of the Board of Trustees as below. During the year 2024/25 the Education Standards and Performance Committee did not operate as a separate committee, with educational standards and performance matters being dealt with at full Board of Trustees meetings. During 2024/25 the Remuneration Committee sat on 1 occasion, and the Risk and Audit Committee was combined with the Finance and Resource Committee with business on risk and audit being considered as separate items on the committee agenda.

- The Henry Box School Local Committee
- Queen Emma's Primary Local Committee
- Finstock Church of England Primary Local Committee
- Executive
- Finance and Resource Committee
- Risk and Audit Committee
- Educational Standards and Performance Committee
- Remuneration Committee

Each Committee has its own terms of reference detailing the responsibilities discharged to it.

The following decisions are reserved to the full Board:

- To consider any proposals for changes to the name, status, educational character, mission, ethos or constitution of the Trust and its committee structure
- To approve the annual estimates of income and expenditure (budgets) and major projects and to sign off the annual statements of accounts
- To appoint and consider the performance management of the Chief Executive
- To appoint the Chief Financial Officer
- To appoint the Clerk to the Trustees and Company Secretary.

The Trustees are responsible for setting general policy, adopting an annual development plan and budget, approving the annual statutory accounts, monitoring the Trust by the use of budgets and other data, and making the major decisions about the direction of the Trust, finances and Headteacher appointments.

The Trustees have devolved the day-to-day management of the Trust to the Chief Executive and the Executive Team. The Executive Team comprises the Chief Executive, Chief Financial Officer, and the Director of Education; and is supported by an Executive Assistant and the Headteachers of the Schools of the Trust. The Executive Team implements the policies laid down by the Trustees and reports back to them on performance.

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

Structure, governance and management (continued)

h. Arrangements for setting pay and remuneration of key management personnel

The Trust has laid out in its annual Pay Policy for Teachers, the system for setting pay and remuneration for all teaching staff, including the Chief Executive, the Headteachers of the trust schools, and all senior leaders who are teachers. The Pay Policy is consistent with the School Teacher's Pay and Conditions Document (STPCD) and is based on the model agreed between Oxfordshire County Council and the Teaching Unions.

Pay and remuneration for all Trust support staff is in accordance with the terms and conditions set out in the National Joint Council (NJC) 'Green Book'. The Chief Finance Officer is remunerated in accordance with the Green Book'.

The Trust is currently not statutorily required to report on its gender pay gap but is monitoring this closely.

i. Trade union facility time

Relevant union officials

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

Percentage of time spent on facility time

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

Percentage of pay bill spent on facility time

Total cost of facility time	£119
Total pay bill	£7,806,637
Percentage of total pay bill spent on facility time	0 %

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours	100 %
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

OBJECTIVITIES AND ACTIVITIES

a. Objects and aims

The principal objects of the Trust, as set out in its Articles of Association, are to:

- Advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing a school, which shall offer a broad and balanced curriculum; and which shall include:
 - I. Schools other than those designated Church of England, whether with or without a designated religious character; and
 - II. Church of England schools but in relation to each of the schools to recognise and support their individual ethos, whether or not designated Church of England.
- In relation to the non-Church of England schools to promote for the benefit of the inhabitants of Witney and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity, disablement, financial hardship or social and economic circumstances for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants.

The broad aims of the Trust during the period ended 31 August 2025 are summarised below:

- To secure equity
- To ensure leadership drives improvement
- To ensure our curriculum is irresistible
- To be research informed in all decision making
- To ensure effective management of resources

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

OBJECTIVITIES AND ACTIVITIES (continued)

b. Objectives, strategies and activities

The key priorities for the period are contained in the Trust's Development Plan which is available from the Chief Executive. The main activities of the Trust for the period ended 31 August 2025 were as follows:

Priority 1: Secure equity

Objectives

- 1.1 Improve the attendance of vulnerable children
- 1.2 Improve the engagement of vulnerable families
- 1.3 Ensure absolute fidelity to a phonics programme to enable all children to read accurately and fluently
- 1.4 Identify, signpost and co-ordinate the support for vulnerable children and families
- 1.5 Lead a professional development programme to ensure high quality teaching across all subjects and phases
- 1.6 Increase leadership development across the Trust to recruit, retain and develop the best

Strategies

- Identify barriers and support the needs of the local community (increase in students with SEND, EAL, families with increasing economic pressures and vulnerability)
- Early identification
- Invest in KS4 provision so that the best teachers are pre and post teaching the students who require the most support to ensure they keep up and catch up
- Ensure all students can read with accuracy and fluency by the end of Year 7 and dedicate resources to this
- Increased range of inclusive teaching strategies so that rates of progress for SEND, disadvantaged and LPA improve further
- Improve parental engagement through an explicit marketing strategy
- Review, design and implement an approach to health and well-being across the Trust
- Establish and resource enhanced pathways for the most vulnerable in EYFS/KS1, KS2, KS3 and KS4
- Continue with a relational approach to behaviour management

Priority 2: To ensure leadership drives improvement

Objectives

- 2.1 All Trust Leaders have the knowledge and skill to drive school improvement across the Trust
- 2.2 People strategy ensures emerging leaders are developed
- 2.3 Develop Trust-wide distributed leadership

Strategies

- Talent identified through appraisal process
- Provide opportunities to lead Trust wide projects
- Mentoring programme for all School Leaders
- Support School Leaders with leadership training (e.g. NPQs, internal and external professional development)

Priority 3: To ensure our curriculum is irresistible

Objectives

- 3.1 Continue to develop a coherent and sequential curriculum
- 3.2 Increase subject expertise
- 3.3 Further develop teacher subject and pedagogical knowledge across the Trust

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

OBJECTIVITIES AND ACTIVITIES (continued)

Strategies

- Ensure fidelity to Read Write Inc programmes
- Professional Development ensures staff have skills and knowledge required
- Systematic sharing of effective practice established
- Increase collaborative work on curriculum across the Trust
- All subjects include memorable experiences and increase cultural capital
- Invest in KS4 provision so that the best teachers are pre and post teaching the students who require the most support to ensure they keep up and catch up
- Use assessment effectively to close gaps

Priority 4: To be researched informed in all decision making

Objectives

- 4.1 Encourage teachers to be actively engaged in action research
- 4.2 Ensure all decisions are informed by research
- 4.3 All professional development is research informed

Strategies

- Voluntary research group
- Appraisal process
- Engage in high quality leadership development programmes, both internal and external

Priority 5: To continue to manage resources effectively

Objectives

- 5.1 Increase post-16 recruitment to ensure a sustainable post-16 offer
- 5.2 Increased collaboration across Trust schools
- 5.3 Shared SENCO expertise across the Trust
- 5.4 Continue to have an inclusive Key Stage 4 curriculum ensuring less reliance on costly external providers
- 5.5 Shared resources across the Trust and primaries to ensure viability of small primary
- 5.6 Recruitment and retention is high priority aligned to the People Strategy to mitigate risks of current recruitment challenges across the profession

c. Public benefit

The Trustees confirm that they have complied with the requirement in the Charities Act 2011 to have due regard to the Charity Commission general guidance on public benefit in exercising their powers or duties. They have referred to this guidance when reviewing the Trust's aims and objectives and in planning its future activities.

The Trust aims to advance for the public benefit education in the Witney and the surrounding area, offering a broad curriculum.

The Trust also allows use of its facilities for recreational and other leisure time occupation for the community at large in the interests of social welfare and with the interest of improving the life of that community.

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

STRATEGIC REPORT

The Trust has continued to work on the priorities set out by the Board of Trustees and contained in the 'Objectives' section above. The notable achievements this year were:

- Professional development programmes
- Relational approach to behaviour management is now well established
- Significant increase in support for the most vulnerable children and families
- Improved provision and outcomes for children with SEND at Key Stage 4
- Increased focus on student and staff health and well-being

Environmental factors to consider are the ongoing economic stability, increasing inflation, staff pay rates and cost of living including energy. The uncertainty about the new Government's approach to national and local education funding is only just developing and until the direction of travel is clearer it continues to affect our ability to forecast accurately both in the short and medium term. The following are some of the ongoing challenges:

- The negative legacies of Covid-19 including sustaining educational progress for those children who were adversely affected by national lockdowns and remote learning
- Cost of living crisis leading to many more children and families are in absolute poverty
- Large increases in the number of children, young people and families experiencing mental ill health
- The school workforce recruitment and retention crisis
- Decimation of the services around schools
- Systematic failings in local area provision and support alongside increasing numbers of children with SEND

The trust schools continue to participate fully in the scheme for food vouchers for free school meals and vulnerable students. The Trust has been assured by independent surveyor reports that all its schools are free from Reinforced Autoclaved Aerated Concrete (RAAC), and the Trust's central team continues to be alert to premises related issues and estates compliance requirements.

In line with the Trust's civic role, we continue to work with civic partners and stakeholders in the local area to contribute to the public good. For example, one of our school leaders leads maths teaching training for Buckinghamshire Maths Hub and the Director of Education is on the Oxfordshire Strategic Attendance Board, and the Oxfordshire Primary Headteacher Network, representing the Witney Partnership of Schools.

The Trust faces a number of principle risks are set out in the 'Principal Risks and Uncertainties' section.

The Trust uses various financial instruments including cash and items such as trade debtors and trade creditors that arise directly from its operations.

The existence of these financial instruments exposes the school to a number of financial risks which are described in more detail below.

The main risks arising from the financial statements are cash flow, interest rate risk and credit risk. The Trust seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs and to invest cash assets safely and profitably. The school seeks to manage its cash reserves to ensure liabilities are settled as they fall due.

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

Strategic report (continued)

(continued)

a. Achievements and Performance

The Trust is in its thirteenth period of operation since conversion on 1 June 2012 and the tenth period as a multi-academy trust.

The total number of pupils in the period ended 31 August 2025 was 1074 and this has increased to 1,263 at the October 2025 census date. The number of pupils in the primary schools is decreasing as the numbers leaving at year 6 are higher than the numbers arriving in reception, due to recent lower birth rates. Secondary numbers are expected to rise year on year in the medium term as the higher numbers in year 7 start to exceed those leaving at year 11. The numbers at Finstock CE Primary school are low at 31 but have been increasing despite low numbers of young families in the catchment area. The impact of Finstock' outstanding OFSTED rating seems to be attracting more families from out of their normal catchment, with nursery numbers increasing and heading onto higher admission into reception.

The Trust is committed to continual improvement which is achieved in a number of ways, including quality assurance and research informed professional development.

The particular achievements and performance of the Trust during the period ended 3 August 2025 were as follows:

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

Strategic report (continued)

(continued)

GCSE Results 2025

The Henry Box School

Number of Candidates	168
English & Maths 4+	56%
English & Maths 5+	35.1%
Average Attainment 8 Score	42.1%
Progress 8 Measure	N/A (2024/2025)

GCE (A Level) Results

The Henry Box School

Number of Candidates	71
A* - A Grades	28%
A* - B Grades	52 %
A* - C Grades	70 %
A* - E Grades	96 %

Queen Emma's Primary School

GLD	National
69%	68%

PSC	National
72%	80%

KS2	Reading		Writing		Maths		RWM	
	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
2025	48%	7%	56%	4%	33%	4%	22%	4%
	Nat	Nat	Nat	Nat	Nat	Nat	Nat	Nat
	75%	33%	72%	13%	74%	26%	62%	8%

Pupils on roll for 6+ years (58%)	Reading		Writing		Maths		RWM	
	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
2025	50%	7.1%	64.2%	0%	21.4%	0%	21.4%	0%
	Nat	Nat	Nat	Nat	Nat	Nat	Nat	Nat
	75%	33%	72%	13%	74%	26%	62%	8%

Finstock Church of England Primary School

GLD	National
50%	68%

PSC	National
100%	80%

KS2	Reading		Writing		Maths		RWM	
	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
2025	100%	25%	100%	50%	75%	75%	75%	25%
	Nat	Nat	Nat	Nat	Nat	Nat	Nat	Nat
	75%	33%	72%	13%	74%	26%	62%	8%

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

Strategic report (continued)

(continued)

The Henry Box School was subject to a Section 8 Ofsted inspection in February 2023. The inspection report confirmed that the school continues to be judged as Good.

Highlights from the report include:

- Leaders have put in place a thoughtfully sequenced curriculum. There are many examples of effective and inclusive practice across subjects.
- Behaviour in lessons is largely positive and staff use the 'ready-respectful-safe' approaches consistently to set and maintain high expectations in class.
- The school's personal development and careers programmes are particularly strong.
- The arrangements for safeguarding are effective, and safeguarding has a high priority in school
- Staff are overwhelmingly proud to work at the school
- Governors are well trained and fulfil their statutory duties effectively

Further details can be found on the school's website at www.henrybox.oxon.sch.uk

Queen Emma's Primary School was subject to a Section 5 Ofsted Inspection in April 2024 and received an overall rating of Good, as well as individual judgement of Outstanding in the categories of:

- Early Years Provision
- Personal Development

With an individual judgement of good in the categories of:

- Quality of Education
- Leadership and Management
- Behaviour and Attitudes

Further details can be found on the school's website at www.queen-emmas.oxon.sch.uk

Finstock Church of England Primary School was subject to a Section 5 Ofsted inspection in January 2024 and received an overall rating of Outstanding in all categories:

The report states:

- Pupils receive an excellent start to their education
- Pupils are exceptionally well equipped for continued success
- All pupils, including those with special educational needs and/or disabilities, (SEND) thrive
- The school is unwavering in its pursuit of excellence

Further details can be found on the school's website at www.finstock.oxon.sch.uk

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

Strategic report (continued)

(continued)

b. Key Performance Indicators

Although the Trust's Funding Agreement is not subject to a specific carry forward limit on the amount of GAG funding, the main financial performance indicator is the level of reserves held at the balance sheet date and, in particular, the amount of GAG funding carried forward at the balance sheet date. At 31 August 2025, the balance of the GAG Restricted Fund was £132,725, which is after a transfer of £nil to the Restricted Fixed Asset Fund to fund capital expenditure during the period.

As the majority of the Trust's funding is based on pupil numbers, pupil numbers is also a key performance indicator. As noted above, pupil numbers at the most recent census were 1263 which is a decrease of 3% from the previous census.

As a result, the ratio of GAG funding per pupil was £6,487 for the period.

Staffing costs are another key performance indicator for the Trust and the percentage of total staff costs to GAG funding for the period was 96.5%, while the percentage of staff costs to total costs was 76.2%.

c. Going Concern

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

d. Promoting the success of the company

The Trustees in line with their duties under section 172 of the Companies Act 2006. Act individually and collectively in promoting the success of the Trust to achieve its educational purpose and in doing so has regard, amongst other matters, to:

- The likely consequences of any decision in the long run
- The interests of the company's employees
- The need to foster the company's business relationships with suppliers, customers and others
- The impact of the company's operations on the community and the environment
- The desirability of the company maintaining a reputation for high standards of business conduct
- The need to act fairly between members of the Trust

The Trustees regard to these matters is embedded in their decision-making processes and through the Trust's strategy, culture, governance framework, key performance indicator management and review, and stakeholder engagement processes.

FINANCIAL REVIEW

The majority of the Trust's income is received from the DfE via the ESFA in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the DfE during the period ended 31 August 2025 and the associated expenditure of these grants are shown as Restricted Funds in the Statement of Financial Activities. Funds are also received from the hire of premises, purchase of school meals, school trip income, donations and the purchase of equipment and resources for learning, revision guides and exam resit fees.

The Trust also receives grants for fixed assets from the DfE and other organisations and funders and these are shown as Restricted Fixed Asset Funds in the Statement of Financial Activities. The balance of the Restricted

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

Financial review (continued)

Fixed Asset fund is reduced by the depreciation charges on the assets acquired using these funds.

During the period ended 31 August 2025, the total expenditure of £10,411,893 was covered by the recurrent grant funding from the DfE, together with other incoming resources (excluding the net assets transferred on conversion from the Local Authority). The excess of total expenditure over incoming resources for the period was £276,641.

The fixed assets held by the Trust are used exclusively for providing education and associated support services to the pupils of the Trust.

The balance of total funds held at 31 August 2025 were £21,368,949 which comprised of the following:

Restricted Funds (excluding Pension Liability)	£132,725
Restricted Pension Liability Fund	£nil
Restricted Fixed Asset Fund	£19,502,668
Unrestricted Funds	£1,733,556

The key financial policies reviewed during the period included the Teachers Pay Policy, Financial Procedures Manual, Child Protection and Safeguarding Policy, Staff Disciplinary Policy, Data Protection Policy, Charging and Remissions Policy, Whistleblowing Policy and Health, Safety and Wellbeing Policy, which lays out the framework for the Academy's financial management, including financial responsibilities of the Governing Body, Headteacher, managers, budget holders and other staff, as well as the delegated authorities for spending. The other financial policies reviewed and adopted during the period included Charges and Lettings, Asset Management and Insurance.

The COVID-19 pandemic did not significantly impact the finances and sustainability of the Trust and its schools. Any impact was largely offset by additional targeted COVID related grant funding.

a. Financial and Risk Management Objectives and Policies

The Trust has agreed a Risk Management Strategy, a Risk Register and a Risk Management Plan. These have been discussed by the Trustees and include the financial risks to the Trust. The Risk Register and Risk Management Plan are constantly reviewed in light of any new information and formally reviewed annually.

The Trustees have assessed the major risks to which the Trust is exposed, in particular those relating to its finances, teaching, facilities and other operational areas. The Trustees have implemented a number of systems to assess and minimise those risks, including internal controls. Where significant financial risk still remains, the Trustees have ensured the Trust has adequate insurance cover.

The Trustees examine the financial health of the Trust formally in its meetings, reviewing performance against budgets and overall expenditure by means of regular update reports at all Finance and Resources Committee meetings and some key full Board of Trustee meetings.

At the balance sheet date, the Trust had no significant liabilities arising from trade creditors or debtors where there would be a significant effect on the Trust's liquidity.

The Trustees recognised that the Local Government Pension Scheme deficit represents a significant potential liability to the Trust. However, as the Trustees consider the Trust is able to meet its known annual contribution commitments for the foreseeable future, the risk from this liability is minimised.

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

b. Principal Risks and Uncertainties

The Trustees have set out a Risk Management Policy and Implemented a system to assess risks that the Trust faces. They have introduced systems, including operational procedures and internal financial controls in order to minimise risk. Where significant financial risk still remains, they have ensured they have adequate insurance cover. An overarching risk register is maintained for the Trust, and all schools also maintain Risk Registers, all of which are reviewed on a regular basis and are a standing item on all Trust Board and School Committee agendas.

The Trust has an effective system of internal financial controls, and this is explained in more detail in the Statement of Internal Control.

The principal risks and uncertainties facing the Trust are as follows:

Financial

The Trust has considerable reliance on continued Government funding through the ESFA. In the period, approximately 94% of the Trust's incoming resources were ultimately Government funded and whilst this level is expected to continue, there is no assurance that Government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms.

Failures in governance and / or management

The risk in this area arises from the 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 appropriate measures are in place to mitigate these risks.

Reputational

The continuing success of the Trust is dependent on continuing to attract applicants in sufficient numbers by maintaining the highest educational standards. To mitigate this risk, the Trustees ensure that pupil success and achievement are closely monitored and reviewed and published on the websites and e-prospectus of the schools.

Safeguarding and child protection

The Trustees continue to ensure that the highest standards are maintained in the areas of selection and monitoring of staff, the operation of child protection policies and procedures, health & safety and discipline.

Staffing

The success of the Trust is reliant on the quality of its staff, so the Trustees monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning.

Fraud and mismanagement of funds

The Trust has engaged its external auditors to perform a program of work aimed at checking and reviewing the financial systems and records as required by the Academy Trust Handbook. All finance staff receive training to keep them up to date with financial practice requirements and to develop their skills in this area.

The Trust has continued to strengthen its risk management process throughout the period by improving the process and ensuring staff awareness. A Risk Register is maintained and reviewed and updated on a regular basis.

Maintenance of the Trust's Estate

The Trust directly employs its own estates maintenance staff within the central services team. This team works

THE MILL ACADEMY
(A company limited by guarantee)

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

across all our schools and are able to react to any urgent issues very quickly. The Trust comprehensively insures its estate with commercial insurance and the policies includes support should there be a major incident which forms part of the Trust's disaster recovery and business continuity plans. Estates and facilities management risks are included on both the Trust's and each of the schools' risk registers which are reviewed by Trustees as a standing item on their agenda. The Trust employs and retains a third-party competent person in relation to health and safety, as well as in-house business staff who continually review and manage the Trust's compliance with statutory requirements. The Trust's Finance and Resource Committee is provided with regular updates and assurance from the CEO and Trust Central Team in Relation to Estates planning and management and is kept aware of the requirements of Good Estates Management guidance.

c. Reserves Policy

The Trustees review the reserves levels of the Trust annually. This review encompasses the nature of the income and expenditure streams, the need to match income with commitments and the nature of reserves. The Trustees also take into consideration the future plans of the Trust, the uncertainty over future income streams and other key risks identified during the risk review.

The Trustees have determined that the appropriate level of free cash reserves for the Trust should provide sufficient working capital to cover delays between spending and receipts of grants, and to provide a cushion to deal with unexpected emergencies such as urgent maintenance. The individual schools are asked to keep reserve levels at least above the figure needed to meet its monthly payroll liability and as a Trust as a whole should not be below 5% of total incoming resources. The Trust believes its current commercial insurance arrangements provide sufficient cover to provide immediate responses to emergency situations such as fire. Explosion, flood and storm damage; but the Trust will need to review its reserves levels if its insurance arrangements are changed in the future.

The Trust's current level of reserves (defined as restricted general funds, excluding pension reserve, plus the balance on unrestricted funds) is £1,866,281 of which £1,733,556 is free reserves (that is, total funds less the amount held in fixed assets and restricted funds).

The current level of reserves is above our target level of at least 5% of incoming resources.

d. Investment Policy

All funds are held on deposit at Lloyds Bank. All funds surplus to immediate requirements are invested to optimal effect by the Trust by the Bank with the objective of ensuring maximum return on assets invested but with minimal risk.

Where cash flow allows, sums have been invested on deposit for extended periods with the Trust's principal bankers.

Fundraising

The Trust does not use any external fundraisers. All fundraising undertaken during the year was monitored by Trustees.

Streamlined energy and carbon reporting

The Trust is currently not statutorily required to report on its energy usage and carbon footprint. The Trust is however monitoring closely and is actively striving to reduce energy reliance and progress towards decarbonisation. One of the Trust's schools already utilises a ground source heat pump to heat one of its buildings and is looking to expand this to other nearby buildings. A rolling programme of LED replacement lighting is also underway, with the previously available Government funding being utilised to help with this replacement project.

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

Plans for future periods

The Trust strives to continually improve levels of attainment and progress for all children and, particularly, to secure equity for the most vulnerable.

The Trust plans for future periods are:

1. Educational Excellence
To deliver outstanding teaching and learning across all schools, enhancing education for the public good.
2. Leadership and Governance
To sustain strong leadership and effective governance across the Trust.
3. Financial Sustainability and Growth
To maintain financial health and explore sustainable growth.
4. Wellbeing and Community Engagement
To prioritise the wellbeing of students, staff, and the wider school community.
5. Digital Transformation and Innovation
To embrace technology and innovation to enhance teaching, learning, and administration.

Funds held as custodian on behalf of others

The Trust and its Trustees do not act as Custodian Trustees of any other charity.

Disclosure of information to auditor

Insofar as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware, and
- that 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 order of the Board of Trustees, as the company directors, on _____ and signed on its behalf by:

C King

Claire King 12 Dec 2025 19:01:04 GMT (UTC +0)

.....
C King

(Chair of the Board)

12 December 2025

THE MILL ACADEMY
(A company limited by guarantee)

GOVERNANCE STATEMENT

Scope of Responsibility

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

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

The Board of Trustees has delegated the day-to-day responsibility to the Chief Executive, 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 Mill Academy and the Secretary of State for Education. They are also responsible for reporting to the Board of Trustees, including all Committees, any material weaknesses, or breakdowns in internal control.

THE MILL ACADEMY
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GOVERNANCE STATEMENT (CONTINUED)

Governance

The information on governance included here supplements that information that is described in the Trustees' Report and in the Trustees' Responsibilities Statement. The Board of Trustees have formally met 6 times during the period ended 31 August 2025. Attendance during the period at meetings of the Board was as follows:

Board of Trustees

Trustee	Meetings attended	Out of a possible
C King, (Chair)	6	6
W Hemmingsley, (Chief Executive)	6	6
C Mitchell	6	6
C Laing	3	6
K Black	4	6
L Williams	1	6

Finance and Resources Committee (incorporating Risk and Audit Committee)

Attendance during the year at meetings was as follows:

Trustee	Meetings attended	Out of a possible
C Mitchell, Chair	6	6
K Black	3	6
C King	6	6
C Laing	2	6
In attendance but not members of the Committee		
W Hemmingsley (Accounting Officer)	6	6
N Stretton (Chief Finance Officer)	1	1
L Kirkham (Chief Finance Officer)	5	5
D Fuller (Operations Director)	1	1

Conflict of interests

The Trust maintains a register of interests for its Trustees, Members, Local Committee Volunteers and Senior Executive staff. Annual completion of pecuniary interest declarations is managed by the Governance professional. Declarations of conflict of interest is required at each Board and/or Committee meeting and is a standing item at the start of each meeting agenda. Trustees or Committee members will decide at each meeting that a conflict is declared, if the person(s) should stay or leave the meeting for the relevant item, the Chair having the deciding vote in the event of a disagreement.

Governance Reviews

The governance arrangements for The Henry Box School were replaced by the new governance for the Mill Academy on 1 October 2015. The governance arrangements include maintaining a Local Committee for each of the schools in the Trust. The Board agrees a scheme of delegation for the Trust as a whole, along with individual Terms of Reference for each Local Committee and its own committees.

The Trust continues to identify areas of weakness or gaps on the Board and previously used the Academy Ambassadors programme but now use LinkedIn, jobs boards and recently Trustees Unlimited to recruit to Trustee vacancies. During 2024-25 there have been some Trustee changes, but the number of Trustees on the Board has been maintained for several years. In 2024-25 the Board operated with a Finance and Resources Committee which incorporated the Risk and Audit Committee. The current Trustees are clear on the skills they need on the Board, and they have successfully used their skills assessments to recruit new Trustees during the academic year. The Board annually review their schemes of delegation with updates already in place for the start of the year 2025-26.

THE MILL ACADEMY
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GOVERNANCE STATEMENT (CONTINUED)

Governance (continued)

Review of Value for Money

As Accounting Officer, the Chief Executive 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 achieved, as well as estates safety and management, achieved in return for the taxpayer resources received.

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

- The avoidance of waste and extravagance
- The prudent and economical administration of the organisation
- The establishment and maintenance of a system of financial governance, including sound internal spending controls, keeping up to date financial records, continuous financial monitoring and timely reporting; and
- Ensuring financial transactions represent value for money.

Our guiding principles for ensuring best value for money can be summarised as:

- Rigorous procedures for establishing, reviewing and evaluating Trust and school budgets, including comparisons against national good practice and benchmarking
- A rigorous purchasing policy, ensuring value for money comparisons for purchased items
- Rigorous evaluations of impact on student outcomes including examination results, value added progress, student attendance, transition and parental engagement
- Sharing good practice amongst collaborative schools.

The Trust's use of its resources has provided good value for money during the academic year because the Trustees and school leadership teams apply the principles of best value when making decisions about:

- The allocation of resources to best promote the aims and values of the school
- The targeting of resources to best improve standards and quality of provision
- The use of resources, including the management of buildings and estates, to best support the various educational needs and wellbeing of all students.

The pursuit of minor improvements or savings is not cost effective if the administration involves substantial time and/or costs. Time wasted on minor improvements or savings can also distract leaders from more important or valuable areas; therefore, Trustees and school leaders do not waste time and resources:

- On investigating minor areas where few improvements can be achieved
- To make minor savings in costs
- Seeking tenders for minor supplies and services

Trustees and school leaders do:

- Make comparisons with other/similar schools using data provided by central government and other appropriate bodies, e.g. quality of teaching and learning, levels of expenditure
- Challenge proposals. Examining them for effectiveness, efficiency and cost, e.g. setting annual student achievement targets
- Require suppliers to complete on grounds of cost, and quality/suitability of service/products/backup
- Consult individuals and organisations of quality/suitability of service we provide to parents and students, and services we receive from providers, e.g. the on-line payment system and website

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GOVERNANCE STATEMENT (CONTINUED)

Review of Value for Money (continued)

- Ensure preventative and regular estates maintenance is in place to reduce costly repair and replacement works

This will apply in particular to:

Staffing

Trustees and leaders deploy staff to provide best value in terms of quality of teaching, quality of learning, adult-student ratio and curriculum management.

Teaching

Trustees, local committee volunteers and leaders review the quality of curriculum provision and quality of teaching, to provide students with curriculum which meets their needs in order to best prepare them for the next stage of their learning journey.

Learning

Trustees, local committee volunteers and leaders review the quality of student learning in order to provide teaching which enables students to achieve above nationally expected progress e.g. setting of annual student achievement targets; investment in professional development and systems which allow teachers to focus on learning.

Use of Premises

Trustees and leaders consider the allocation and use of teaching areas, support areas and communal areas, to provide the best and safest environment for teaching and learning, for support services, and for communal access to central resources.

Use of Resources

Trustees and leaders deploy equipment, materials and services to provide students and staff with resources which support quality of teaching and quality of learning. The Trust benefits from utilising a Finance and Resource Committee and employs a centralised finance team, which supports staff in its schools to deploy resources in the most efficient manner, including the management of buildings and estates.

Purchasing

Trustees and leaders have procedures in place for assessing need and obtaining goods and services which provide "best value" in terms of suitability, efficiency, time and cost. These include:

- A competitive tendering procedure for goods and services above £25,000
- Three written quotes for goods and services between £5,000 and £25,000
- Tender exercises are undertaken to ensure that high value contracts are assessed against the marketplace to ensure that long term contracts (3-5 years) remain competitive
- Procedures to minimise office time by the purchase of goods or services under £1,500 direct from reliable suppliers (e.g. stationery, small equipment)
- An annual budget prepared in line with the needs identified within School Improvement Plans
- Regular monitoring and review of all aspects of finance with Headteachers, at the Board and at the Finance and Resource Committee.

Income Generation and Surplus Balances

Trustees and leaders explore every opportunity to generate income through various means such as the letting of trust facilities and the selling of training and consultation time.

Student Welfare

Trustees and leaders review the quality of the school environment and the school ethos, in order to provide a supportive environment conducive to learning and achievement. Safeguarding procedures are in place and tested to ensure they are robust and preventative measures and training provision built into budgetary estimates.

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GOVERNANCE STATEMENT (CONTINUED)

Review of Value for Money (continued)

Health and Safety and Estates Management

- Internal quality assurance by leaders and leadership teams in schools e.g. through quality assurance procedures
- In the annual budget planning process and the preparation of the annual accounts
- In trust and school improvement plans
- Through the analysis of internal student/pupil performance data including statutory performance data
- Through the analysis of student performance data
- Through the analysis of financial data, including benchmarking
- In stakeholder surveys
- Use of industry and government guidance, support, and best practice, including Good Estates Management guidance.

The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Trust's 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 Mill Academy for the period ended 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 period from incorporation 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 Trust'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 and/or its Committees
- Regular reviews by the Trustees of reports which indicate financial performance against the forecast and major purchase plans, capital works and expenditure programmes
- Setting targets to measure financial and other performance
- Clearly defined purchasing (asset purchase or capital investment) guidelines
- Delegation of authority and segregation of duties
- Identification and management of risks.
- Regular assurance reports from the Executive, independent Advisors and Auditors.

The Board of Trustees appointed Bishop Fleming as its internal auditor for 2024/25 to ensure a separation of duties from the External Auditor as required by the Academy Trust Handbook. The Finance and Resources Committee incorporated the responsibilities of the Risk and Audit Committee in 2024/25 and set out the specific terms of reference to monitor compliance with internal assurance work, set areas for examination by the internal auditor and monitor the risk management policy.

Bishop Fleming's role includes giving advice on financial matters, when requested, and performing a range of checks on the Trust's financial and non-financial systems to provide the Trustees with assurance they need.

THE MILL ACADEMY
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GOVERNANCE STATEMENT (CONTINUED)

The Risk and Control Framework (continued)

Bishop Fleming delivered their schedule of work over a programme of two separate audits during the year. These reports have been considered and management responses provided where appropriate by the Risk and Audit Committee. Trustees and Leadership in a timely manner. No significant weaknesses or discrepancies have been highlighted, and the Trust has or is in the process of implementing the recommendations and/or good practice advice.

Review of Effectiveness

As Accounting Officer, the Chief Executive has responsibility for reviewing the effectiveness of the system of internal control. During the year ended 31 August 2025 the review has been informed by:

- The work of the internal auditor
- The work of the external auditor
- A financial management self-assessment process
- The work of the Chief Finance Officer and the Finance Manager within the Trust who have responsibility for the development and maintenance of the internal control framework.

The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the Finance and Resources Committee (incorporating the Audit and Risk Committee) and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Conclusion

Based on the advice of the audit and risk committee and the accounting officer, the board of trustees is of the opinion that the academy trust has an adequate and effective framework for governance, risk management and control.

Approved by order of the members of the Board of Trustees on
their behalf by:

and signed on

C King

Claire King 12 Dec 2025 19:01:04 GMT (UTC +0)

.....
C King

Chair of the Board

12 December 2025

W Hemmingsley

Wendy Hemmingsley 12 Dec 2025 13:59:26 GMT (UTC +0)

.....
W Hemmingsley

Accounting Officer

12 December 2025

THE MILL ACADEMY
(A company limited by guarantee)

STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE

As Accounting Officer of The Mill Academy, I have considered my responsibility to notify the academy trust Board of Trustees and the Department for Education (DfE) of material irregularity, impropriety and non-compliance with terms and conditions of all funding, including for estates safety and management, under the funding agreement in place between the academy trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academy Trust Handbook 2025, including responsibilities for estates safety and management.

I confirm that I and the academy trust Board of Trustees are able to identify any material irregular or improper use of all funds by the academy trust, or material non-compliance with the terms and conditions of funding under the academy's funding agreement and the Academy Trust Handbook 2025.

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

W Hemmingsley

Wendy Hemmingsley 12 Dec 2025 13:59:26 GMT (UTC +0)

.....
W Hemmingsley
Accounting Officer

Date: 12 December 2025

THE MILL ACADEMY
(A company limited by guarantee)

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

C King

Claire King 12 Dec 2025 19:01:04 GMT (UTC +0)

.....
C King

Chair of the Board

Date:

12 December 2025

THE MILL ACADEMY
(A company limited by guarantee)

**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE
MILL ACADEMY**

Opinion

We have audited the financial statements of The Mill 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 Auditor's 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.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Trust's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

THE MILL ACADEMY
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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE
MILL ACADEMY (CONTINUED)**

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's 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 Statement of trustees' responsibilities, the Trustees (who are also the directors of the Trust 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 MILL ACADEMY
(A company limited by guarantee)

**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE
MILL ACADEMY (CONTINUED)**

Auditor's responsibilities for the audit of the financial statements

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

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.

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

The specific procedures for this engagement that we designed and performed to detect material misstatements in respect of irregularities, including fraud, were as follows:

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management and those charged with governance to identify any material instances of non compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work to address the risk of irregularities due to management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for evidence of bias.

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 Auditor's report.

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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE
MILL ACADEMY (CONTINUED)**

Use of our report

This report is made solely to the charitable 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 charitable Trust's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable Trust and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Darren O'Connor BSc (Hons) ACA FCCA (Senior Statutory Auditor)

for and on behalf of

James Cowper Kreston Audit

Chartered Accountants and Statutory Auditor

Apex

Forbury Road

Reading

Berkshire

RG1 1AX

Date: 15/12/2025

THE MILL ACADEMY
(A company limited by guarantee)

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE MILL
ACADEMY AND THE SECRETARY OF STATE FOR EDUCATION**

In accordance with the terms of our engagement letter dated 3 September 2025 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 Mill Academy during the year 1 September 2024 to 31 August 2025 have not been applied to the purposes identified by Parliament and that the financial transactions do not conform to the authorities which govern them.

This report is made solely to The Mill 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 Mill 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 Mill 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 Mill Academy's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of The Mill Academy's funding agreement with the Secretary of State for Education dated 1 June 2012 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 to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

THE MILL ACADEMY
(A company limited by guarantee)

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE MILL
ACADEMY AND THE SECRETARY OF STATE FOR EDUCATION (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. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

Specific work undertaken to draw our conclusion includes:

- reviewing the minutes of the meetings of the Board of Trustees and other evidence made available to us, relevant to our consideration of regularity;
 - a review of the objectives and activities of the academy, with reference to the income streams and other information available to us as auditors of the academy;
 - testing of a sample of payroll payments to staff;
 - testing of a sample of payments to suppliers and other third parties;
 - testing of a sample of grants received and other income streams;
- Specific work undertaken to draw our conclusion includes:

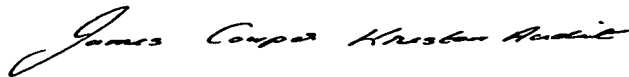
We performed detailed testing based on our assessment of the risk of material irregularity, impropriety and noncompliance. This work was integrated with our audit on the financial statements where appropriate and included analytical review and detailed substantive testing of transactions.

THE MILL ACADEMY
(A company limited by guarantee)

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE MILL
ACADEMY AND THE SECRETARY OF STATE FOR EDUCATION (CONTINUED)**

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.



James Cowper Kreston Audit
Chartered Accountants and Statutory Auditor

Apex
Forbury Road
Reading
Berkshire
RG1 1AX

Date: 15/12/2025

THE MILL ACADEMY
(A company limited by guarantee)

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

		Unrestricted funds 2025 £	Restricted funds 2025 £	Restricted fixed asset funds 2025 £	Total funds 2025 £	Total funds 2024 £
	Note					
Income from:						
Donations and capital grants	4	-	13,196	223,568	236,764	63,946
Other trading activities		237,103	-	-	237,103	218,890
Investments	7	37,176	-	-	37,176	28,268
Charitable activities		-	9,624,209	-	9,624,209	8,900,743
Total income		274,279	9,637,405	223,568	10,135,252	9,211,847
Expenditure on:						
Raising funds		350	-	-	350	350
Charitable activities		124,459	9,623,051	664,033	10,411,543	9,921,107
Total expenditure		124,809	9,623,051	664,033	10,411,893	9,921,457
Net income/(expenditure)		149,470	14,354	(440,465)	(276,641)	(709,610)
Transfers between funds	18	(307,771)	(1,043)	308,814	-	-
Net movement in funds before other recognised gains/(losses)		(158,301)	13,311	(131,651)	(276,641)	(709,610)
Other recognised gains/(losses):						
Actuarial gains on defined benefit pension schemes	24	-	300,000	-	300,000	413,000
Net movement in funds		(158,301)	313,311	(131,651)	23,359	(296,610)
Reconciliation of funds:						
Total funds brought forward		1,584,086	(181,629)	19,943,133	21,345,590	21,642,200
Net movement in funds		(158,301)	313,311	(131,651)	23,359	(296,610)
Total funds carried forward		1,425,785	131,682	19,811,482	21,368,949	21,345,590

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

The notes on pages 37 to 67 form part of these financial statements.

THE MILL ACADEMY
(A company limited by guarantee)
REGISTERED NUMBER: 08060721

BALANCE SHEET
AS AT 31 AUGUST 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	15	20,723,480	20,869,595
		<u>20,723,480</u>	<u>20,869,595</u>
Current assets			
Debtors	16	289,952	206,845
Cash at bank and in hand		1,388,153	1,421,235
		<u>1,678,105</u>	<u>1,628,080</u>
Current liabilities			
Creditors: amounts falling due within one year	17	(1,032,636)	(837,085)
Net current assets		<u>645,469</u>	<u>790,995</u>
Total assets less current liabilities		<u>21,368,949</u>	<u>21,660,590</u>
Net assets excluding pension asset / liability		<u>21,368,949</u>	<u>21,660,590</u>
Defined benefit pension scheme asset / liability	24	-	(315,000)
Total net assets		<u><u>21,368,949</u></u>	<u><u>21,345,590</u></u>
Funds of the Trust			
Restricted funds:			
Fixed asset funds	18	19,811,482	19,943,133
Restricted income funds	18	131,682	133,371
		<u>19,943,164</u>	<u>20,076,504</u>
Restricted funds excluding pension liability	18	19,943,164	20,076,504
Pension reserve	18	-	(315,000)
Total restricted funds	18	<u>19,943,164</u>	<u>19,761,504</u>
Unrestricted income funds	18	<u>1,425,785</u>	<u>1,584,086</u>
Total funds		<u><u>21,368,949</u></u>	<u><u>21,345,590</u></u>

The financial statements on pages 34 to 67 were approved and authorised for issue by the Trustees and are signed on their behalf, by:

C King

Claire King 12 Dec 2025 19:01:04 GMT (UTC +0)

C King

(Chair of the Board)

Date: 12 December 2025

THE MILL ACADEMY
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash provided by operating activities	20	447,573	62,547
Cash flows from investing activities	21	(480,655)	(516,400)
Change in cash and cash equivalents in the year		(33,082)	(453,853)
Cash and cash equivalents at the beginning of the year		1,421,235	1,875,088
Cash and cash equivalents at the end of the year	22, 23	<u>1,388,153</u>	<u>1,421,235</u>

The notes on pages 37 to 67 form part of these financial statements

THE MILL ACADEMY
(A company limited by guarantee)

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

1. General information

The Academy is a company limited by guarantee incorporated in the United Kingdom. The registered office address is shown on page 1.

The members of the Academy are as set out 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 of the Academy.

2. Accounting policies

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

2.1 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 Mill Academy meets the definition of a public benefit entity under FRS 102.

2.2 Going concern

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

THE MILL ACADEMY
(A company limited by guarantee)

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

2. Accounting policies (continued)

2.3 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**

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

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

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

- **Donations**

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

- **Other income**

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

2.4 Expenditure

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

- **Expenditure on raising funds**

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

- **Charitable activities**

These are costs incurred on the 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.

THE MILL ACADEMY
(A company limited by guarantee)

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

2. Accounting policies (continued)

2.5 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.

2.6 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.

2.7 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, as follows:

Depreciation is provided on the following bases:

Leasehold land	- Over the term of the lease
Buildings	- 2.5% Straight line
Computer equipment	- 33% Straight line
Fixtures & fittings	- 25% Straight line
Motor vehicles	- 12.5% Straight line

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

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

2.8 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.

THE MILL ACADEMY
(A company limited by guarantee)

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

2. Accounting policies (continued)

2.9 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.

2.10 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.

2.11 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 16. 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 17. 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.

2.12 Operating leases

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

THE MILL ACADEMY
(A company limited by guarantee)

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

2. Accounting policies (continued)

2.13 Pensions

The Trust operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Trust to the fund in respect of the year.

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.

2.14 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 the Department for Education Group.

THE MILL ACADEMY
(A company limited by guarantee)

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

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

Pension liability/asset

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 24, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 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.

Where an actuarial valuation of the LGPS at the balance sheet date shows that the pension scheme is in a net asset position, the Trustees make an assessment of whether it is likely that the Academy will be able to recover its share of the net assets in the scheme whether by reductions in confirmed future contribution levels or by refunds of assets from the plan. Where it is considered virtually certain that the Academy will be able to realise its share of the net assets in the scheme, the Academy's share of those net assets is recognised as an asset on the balance sheet. Where the ability of the Academy to recover its share of any plan asset will only be confirmed by one or more future events this is regarded as a Contingent asset: in these circumstances no asset is recognised and the LGPS is included in the Balance sheet at £nil, with any corresponding reduction in the calculated value of the asset passing through 'Actuarial gains/(losses) on defined benefit pension schemes' within the Statement of Financial Activities. The existence and amount of a contingent pension asset is included within the Notes to the accounts.

Critical areas of judgment:

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. Residual value assessments consider issues such as the remaining life of the asset and projected disposal values.

THE MILL ACADEMY
(A company limited by guarantee)

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

4. Income from donations and capital grants

	Restricted funds 2025 £	Restricted fixed asset funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donations and other voluntary income	13,196	-	13,196	30,401
Capital grants	-	223,568	223,568	33,545
Total 2025	13,196	223,568	236,764	63,946
Total 2024	30,401	33,545	63,946	

5. Funding for the Academy's educational activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
DfE grants				
General Annual Grant (GAG)	-	8,194,116	8,194,116	7,806,776
Other DfE grants				
Pupil Premium	-	335,354	335,354	281,626
Universal Infant Free School Meals	-	21,533	21,533	16,465
Primary PE and Sport Premium	-	33,930	33,930	34,190
COVID-19 Recovery Premium	-	-	-	59,067
Other DfE grants	-	578,589	578,589	469,865
COVID-19 School Led Tutoring Grant	-	-	-	8,010
	-	9,163,522	9,163,522	8,675,999
Local authority				
Other local authority grants	-	371,658	371,658	160,453
Household Support Fund	-	89,029	89,029	42,300
	-	460,687	460,687	202,753
Other income from the academy trust's educational operations	-	-	-	21,991
Total 2025	-	9,624,209	9,624,209	8,900,743
Total 2024	21,991	8,878,752	8,900,743	

THE MILL ACADEMY
(A company limited by guarantee)

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

6. Income from other trading activities

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Other income	34,878	34,878	2,040
Lettings income	47,346	47,346	50,167
Income from other educational activities	154,879	154,879	166,683
Total 2025	<u>237,103</u>	<u>237,103</u>	<u>218,890</u>
Total 2024	<u>218,890</u>	<u>218,890</u>	

7. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Interest income	37,176	37,176	28,268
Total 2024	<u>28,268</u>	<u>28,268</u>	

THE MILL ACADEMY
(A company limited by guarantee)

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

8. Expenditure

	Staff Costs 2025 £	Premises 2025 £	Other 2025 £	Total 2025 £	Total 2024 £
Expenditure on fundraising trading activities:	-	-	350	350	350
Activities:					
Direct costs	5,786,767	416,291	858,209	7,061,267	7,152,009
Support costs	2,149,184	-	1,201,092	3,350,276	2,769,098
Total 2025	<u>7,935,951</u>	<u>416,291</u>	<u>2,059,651</u>	<u>10,411,893</u>	<u>9,921,457</u>
Total 2024	<u>7,266,965</u>	<u>1,007,454</u>	<u>1,647,038</u>	<u>9,921,457</u>	

9. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £	Total funds 2024 £
Educational operations	7,061,267	3,350,276	10,411,543	9,921,107
Total 2025	<u>7,061,267</u>	<u>3,350,276</u>	<u>10,411,543</u>	<u>9,921,107</u>
Total 2024	<u>7,152,009</u>	<u>2,769,098</u>	<u>9,921,107</u>	

THE MILL ACADEMY
(A company limited by guarantee)

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

9. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Activities 2025 £	Total funds 2025 £	Total funds 2024 £
Pension finance costs	15,000	15,000	36,000
Staff costs	5,779,718	5,779,718	5,740,633
Depreciation	664,033	664,033	683,317
Educational supplies	229,795	229,795	229,255
Examination fees	107,915	107,915	102,092
Staff development	30,302	30,302	20,771
Educational consultancy	59,083	59,083	45,870
Other direct costs	175,421	175,421	294,071
Total 2025	<u>7,061,267</u>	<u>7,061,267</u>	<u>7,152,009</u>
Total 2024	<u>7,152,009</u>	<u>7,152,009</u>	

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

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Activities 2025 £	Total funds 2025 £	Total funds 2024 £
Staff costs	2,040,517	2,040,517	1,429,481
Technology costs	201,136	201,136	171,075
Recruitment and support	31,472	31,472	64,493
Maintenance of premises	202,872	202,872	329,486
Maintenance of equipment	23,659	23,659	45,488
Cleaning	83,812	83,812	112,056
Rent and rates	72,338	72,338	56,430
Energy	188,687	188,687	108,073
Insurance	41,688	41,688	38,057
Security	4,313	4,313	5,942
Transport	4,722	4,722	5,348
Catering	239,866	239,866	203,114
Bank interest and charges	(2,294)	(2,294)	399
Travel and subsistence	1,855	1,855	1,713
Agency costs	118,629	118,629	112,289
Legal and professional	47,092	47,092	56,014
Apprenticeship levy	13,598	13,598	11,660
Other support costs	36,314	36,314	17,980
Total 2025	3,350,276	3,350,276	2,769,098
Total 2024	2,769,098	2,769,098	

10. Net income/(expenditure)

Net income/(expenditure) for the year includes:

	2025 £	2024 £
Operating lease rentals	7,294	15,443
Depreciation of tangible fixed assets	663,946	683,317
Fees paid to auditor for:		
- audit	15,500	13,800
- other services	3,450	2,160

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

11. Staff

a. Staff costs and employee benefits

Staff costs during the year were as follows:

	2025 £	2024 £
Wages and salaries	5,712,075	5,354,056
Social security costs	643,239	532,420
Pension costs	1,451,323	1,283,638
	<u>7,806,637</u>	<u>7,170,114</u>
Apprenticeship levy	13,598	11,660
Supply teacher costs	115,716	80,107
Staff restructuring costs (redundancy and severance payments)	-	5,084
	<u><u>7,935,951</u></u>	<u><u>7,266,965</u></u>

Non-statutory/non-contractual staff severance payments

Included in staff restructuring costs are non-statutory/non-contractual severance payments totalling £NIL (2024: £NIL).

b. Staff numbers

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

	2025 No.	2024 No.
Teachers	85	84
Administration and support	89	83
Management	6	5
	<u><u>180</u></u>	<u><u>172</u></u>

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

11. Staff (continued)

b. Staff numbers (continued)

The average headcount expressed as full-time equivalents was:

	2025	2024
	No.	No.
Teachers	69	74
Administration and support	57	55
Management	6	5
	132	134

c. Higher paid staff

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

	2025	2024
	No.	No.
In the band £60,001 - £70,000	13	10
In the band £70,001 - £80,000	2	1
In the band £90,001 - £100,000	2	2
In the band £120,001 - £130,000	1	1

Some of the above employees participated in the Teachers' Pension Scheme. During the year ended 31 August 2025, pension contributions for these staff members amounted to £373,784 (2024: £240,652).

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 key management personnel benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Trust was £739,231 (2024 - £604,292).

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

12. Central services

The Trust has provided the following central services to its academies during the year:

- School improvement personnel and support
- HR support and advice
- IT personnel and support
- Financial support and systems
- Health, Safety and Wellbeing support and advice
- Governance and administrative advice and support
- Services purchased centrally such as insurance, IT licensing and payroll
- Facilities and Business Management

The Trust's Central Services annual budget is recharged on the basis of actual consumption, for example cost per employee for HR and payroll; or in some cases as a % based on pupil numbers in each school. The Trust does not use a flat % top-slice and does not budget to build a reserve of central funds, as the Trust believes that funds are better utilised within the academies themselves.

The Central Services budget was underspent in previous years and therefore an unintentional surplus on the central fund arose. The recharges to all schools in 2024/25 was adjusted to redistribute this surplus back to them.

The actual amounts charged during the year were as follows:

	2025 £	2024 £
The Henry Box School	786,563	574,496
Finstock C.E. Primary School	10,406	39,699
Queen Emma's Primary School	38,564	116,675
Total	835,533	730,870

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13. 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
		£	£
W Hemmingsley	Remuneration	125,000 -	120,000 -
		130,000	125,000
	Pension contributions paid	35,000 -	30,000 -
		40,000	35,000

During the year ended 31 August 2025, no Trustee expenses have been incurred (2024 - £NIL).

14. 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 for the year ended 31 August 2025 was £68 (2024 - £58). The cost of this insurance is included in the total insurance cost.

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

15. Tangible fixed assets

	Long-term leasehold property £	Assets under construction £	Furniture and equipment £	Computer equipment £	Motor vehicles £	Total £
Cost or valuation						
At 1 September 2024	26,019,223	-	417,199	948,626	15,175	27,400,223
Additions	256,006	183,226	13,927	49,258	15,414	517,831
At 31 August 2025	26,275,229	183,226	431,126	997,884	30,589	27,918,054
Depreciation						
At 1 September 2024	5,400,110	-	312,350	802,993	15,175	6,530,628
Charge for the year	521,243	-	45,111	96,950	642	663,946
At 31 August 2025	5,921,353	-	357,461	899,943	15,817	7,194,574
Net book value						
At 31 August 2025	20,353,876	183,226	73,665	97,941	14,772	20,723,480
At 31 August 2024	20,619,113	-	104,849	145,633	-	20,869,595

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**NOTES TO THE FINANCIAL STATEMENTS
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15. Tangible fixed assets (continued)

The Academy took out a 125 year lease over the land and buildings located at the Henry Box School and transferred from Oxfordshire County Council at the original date of conversion to a standalone academy in 2012. In addition, the 90 year lease that already existed between Oxfordshire County Council and the Witney Educational Foundation was assigned to the Trust on the date of conversion. The land and buildings transferred and assigned at conversion have been valued at an estimate of their fair value at conversion. In determining this value, the Trustees have referred to the desktop valuation of the land and buildings commissioned by the DfE as at 31 March 2013.

This desktop valuation was undertaken by Kier (previously Mouchel) and was carried out on a depreciated replacement cost basis. Included in the value of land and buildings is land at a value of £6,483,000.

During 2015, Finstock C.E. Primary School and Queen Emma's Primary School joined the multi-academy trust.

The Trust took out a 125 year lease over the land and buildings located at Queen Emma's Primary School transferred from Oxfordshire County Council.

Finstock C.E. Primary School occupies land and buildings which are owned by the Oxford Diocesan Board of Education. Supplemental Agreements are in place between the Oxford Diocesan Board of Education, the Oxford Diocesan Board of Finance and the Trust, which provide the Trust with the right to use the land and buildings for Finstock C.E. Primary School. In addition, Finstock School has a 20 year lease with the Finstock Parish Council for land encompassing the school field.

The land and buildings transferred and assigned have been valued at an estimate of their fair value. In determining this value, the Trustees have referred to the desktop valuations of the land and buildings commissioned by the DfE as at 31 March 2016.

These desktop valuations were undertaken by Kier (previously Mouchel) and were carried out on a depreciated replacement cost basis. The valuation for Finstock C.E. Primary School was £1,256,000 (including land at a value of £547,000). The valuation for Queen Emma's Primary School was £2,487,000 (including land at a value of £631,000).

16. Debtors

	2025 £	2024 £
Due within one year		
Trade debtors	14,676	12,915
Other debtors	97,309	77,636
Prepayments and accrued income	177,967	116,294
	<u>289,952</u>	<u>206,845</u>

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17. Creditors: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	568,252	368,630
Other taxation and social security	153,960	114,909
Other creditors	173,084	161,765
Accruals and deferred income	137,340	191,781
	<u>1,032,636</u>	<u>837,085</u>
	2025 £	2024 £
Deferred income at 1 September 2024	32,712	-
Resources deferred during the year	122,640	32,712
Amounts released from previous periods	(32,712)	-
	<u>122,640</u>	<u>32,712</u>

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

18. Statement of funds

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2025 £
Unrestricted funds						
General Funds - all funds	1,584,086	274,279	(124,809)	(307,771)	-	1,425,785
Restricted general funds						
General Annual Grant (GAG)	125,361	8,194,116	(8,186,752)	(1,043)	-	131,682
Pupil premium	-	335,254	(335,254)	-	-	-
Universal Infant Free School Meals	-	21,533	(21,533)	-	-	-
Primary PE and Sport Premium	-	33,930	(33,930)	-	-	-
COVID-19 School Led Tutoring Grant	8,010	-	(8,010)	-	-	-
Other DfE grants	-	578,589	(578,589)	-	-	-
Other local authority grants	-	460,787	(460,787)	-	-	-
Donations	-	13,196	(13,196)	-	-	-
Pension reserve	(315,000)	-	15,000	-	300,000	-
	(181,629)	9,637,405	(9,623,051)	(1,043)	300,000	131,682
Restricted fixed asset funds						
Other capital grants fund	791,379	-	-	-	-	791,379
DfE capital grants	1,395,905	223,568	-	-	-	1,619,473
Capital from GAG and other funds	430,922	-	-	308,814	-	739,736
Assets transferred on conversion	17,324,927	-	(664,033)	-	-	16,660,894
	19,943,133	223,568	(664,033)	308,814	-	19,811,482

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**NOTES TO THE FINANCIAL STATEMENTS
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18. Statement of funds (continued)

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2025 £
Total Restricted funds	19,761,504	9,860,973	(10,287,084)	307,771	300,000	19,943,164
Total funds	21,345,590	10,135,252	(10,411,893)	-	300,000	21,368,949

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

Unrestricted funds

General fund represents income generated by the academy (such as lettings and hire of facilities) and any other donations or investment income, which is not restricted for any specific purpose and can be spent as determined by the Governing Body.

Restricted funds

The General Annual Grant (GAG) represents funding received from the Department for Education during the period in order to fund the continuing activities of the school. Under the funding agreement with the Secretary of State, the Trust was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2025.

Local Authority and other DfE grants represent money given to the Trust by the local authority and the Department for Education, including the High Needs grant and funding for looked after children.

Donations represent money given to the Trust by donors for specific fundraising ventures. Restrictions are imposed by the donor and the money will be spent on the relevant project.

The pension reserve represents the Local Government Pension Scheme (LGPS) deficit which has been created to separately identify the pension deficit inherited from the local authority upon conversion to academy status, and through which all the pension scheme movements are recognised. The pension liability has not crystallised and the trustees do not need to designate any of their existing funds to meet future pension commitments. Parliament, at the request of the Secretary of State for Education, has guaranteed that in the event of academy closure, outstanding LGPS liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

Fixed asset funds

Other capital grants represent funds given to the Trust through donations for specific capital purposes which were unspent at 31 August 2025.

DfE capital grants included devolved capital funding and amounts received from the Condition Improvement fund.

Capital from GAG and other funds represents amounts spent on fixed assets from the GAG funding received from the DfE or from unrestricted funds.

Assets transferred on conversion represent the land and buildings and equipment donated to the school from Oxfordshire County Council on conversion to an academy.

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NOTES TO THE FINANCIAL STATEMENTS
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18. 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						
General Funds - all funds	1,437,937	269,149	(123,000)	-	-	1,584,086
Restricted funds						
General Annual Grant (GAG)	340,500	7,806,776	(7,971,915)	(50,000)	-	125,361
Pupil premium	-	281,626	(281,626)	-	-	-
Universal Infant Free School Meals	-	16,465	(16,465)	-	-	-
Primary PE and Sport Premium	-	34,190	(34,190)	-	-	-
COVID-19 Recovery / Catch Up Premium	-	59,067	(59,067)	-	-	-
COVID-19 School Led Tutoring Grant	7,858	8,010	(7,858)	-	-	8,010
Other DfE grants	-	469,865	(469,865)	-	-	-
Local authority - Household Support Fund	-	42,300	(42,300)	-	-	-
Other local authority grants	-	160,453	(160,453)	-	-	-
Donations	-	30,401	(30,401)	-	-	-
Pension reserve	(687,000)	-	(41,000)	-	413,000	(315,000)
	(338,642)	8,909,153	(9,115,140)	(50,000)	413,000	(181,629)

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18. Statement of funds (continued)

**Restricted fixed
asset funds**

Other capital grants fund	791,379	-	-	-	-	791,379
DfE capital grants	1,395,905	33,545	(33,545)	-	-	1,395,905
Capital from GAG and other funds	380,922	-	-	50,000	-	430,922
Assets transferred on conversion	17,969,699	-	(644,772)	-	-	17,324,927
Donations	5,000	-	(5,000)	-	-	-
	<u>20,542,905</u>	<u>33,545</u>	<u>(683,317)</u>	<u>50,000</u>	<u>-</u>	<u>19,943,133</u>
Total Restricted funds	<u>20,204,263</u>	<u>8,942,698</u>	<u>(9,798,457)</u>	<u>-</u>	<u>413,000</u>	<u>19,761,504</u>
Total funds	<u>21,642,200</u>	<u>9,211,847</u>	<u>(9,921,457)</u>	<u>-</u>	<u>413,000</u>	<u>21,345,590</u>

Total funds analysis by academy

Fund balances at 31 August 2025 were allocated as follows:

	2025 £	2024 £
The Henry Box School	1,051,033	1,247,560
Finstock C.E. Primary School	205,070	187,049
Queen Emma's Primary School	246,982	200,971
Central costs	54,382	81,877
Total before fixed asset funds and pension reserve	<u>1,557,467</u>	<u>1,717,457</u>
Restricted fixed asset fund	19,811,482	19,943,133
Pension reserve	-	(315,000)
Total	<u>21,368,949</u>	<u>21,345,590</u>

Total cost analysis by academy

Expenditure incurred by each academy during the year was as follows:

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**NOTES TO THE FINANCIAL STATEMENTS
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18. Statement of funds (continued)

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2025 £	Total 2024 £
The Henry Box School	5,169,258	670,417	342,750	970,265	7,152,690	6,853,084
Finstock C.E Primary School	222,863	24,286	13,044	85,393	345,586	328,463
Queen Emma's Primary School	812,110	159,993	24,024	260,846	1,256,973	1,189,971
Central Costs	364,109	397,199	16,975	199,328	977,611	825,622
LGPS pension finance cost	12,605	2,395	-	-	15,000	41,000
Trust	6,580,945	1,254,290	396,793	1,515,832	9,747,860	9,238,140

19. 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	911,998	-	19,811,482	20,723,480
Current assets	1,546,423	131,682	-	1,678,105
Creditors due within one year	(1,032,636)	-	-	(1,032,636)
Total	1,425,785	131,682	19,811,482	21,368,949

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19. Analysis of net assets between funds (continued)

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	926,462	-	19,943,133	20,869,595
Current assets	1,494,709	133,371	-	1,628,080
Creditors due within one year	(837,085)	-	-	(837,085)
Pension scheme liability	-	(315,000)	-	(315,000)
Total	1,584,086	(181,629)	19,943,133	21,345,590

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**NOTES TO THE FINANCIAL STATEMENTS
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20. Reconciliation of net expenditure to net cash flow from operating activities

	2025 £	2024 £
Net expenditure for the year (as per Statement of financial activities)	(276,641)	(709,610)
Adjustments for:		
Depreciation	663,946	683,317
Interest receivable	(37,176)	(28,268)
Defined benefit pension scheme cost less contributions payable	(15,000)	41,000
Increase in debtors	(83,107)	(14,347)
Increase in creditors	195,551	90,455
Net cash provided by operating activities	447,573	62,547

21. Cash flows from investing activities

	2025 £	2024 £
Dividends, interest and rents from investments	37,176	28,268
Purchase of tangible assets	(517,831)	(544,668)
Net cash used in investing activities	(480,655)	(516,400)

22. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand and at bank	1,388,153	1,421,235
Total cash and cash equivalents	1,388,153	1,421,235

23. Analysis of changes in net debt

	At 1 September 2024 £	Cash flows £	At 31 August 2025 £
Cash at bank and in hand	1,421,235	(33,082)	1,388,153
	1,421,235	(33,082)	1,388,153

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**NOTES TO THE FINANCIAL STATEMENTS
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24. 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 Oxfordshire 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.

There were no outstanding or prepaid contributions at either the beginning or the end of the financial year.

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.

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 from 1 April 2024. The next valuation result is due to be implemented from 1 April 2028.

The employer's pension costs paid to TPS in the year amounted to £998,932 (2024 - £939,025).

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 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.

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24. Pension commitments (continued)

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 £491,000 (2024 - £437,000), of which employer's contributions totalled £386,000 (2024 - £340,000) and employees' contributions totalled £105,000 (2024 - £97,000). The agreed contribution rates for future years are 21.2 per cent for employers and 5.5-12.5 per cent for employees.

The LGPS obligation relates to the employees of the Trust, who were the employees transferred as part of the conversion from the maintained school and new employees who were eligible to, and did, join the Scheme in the year. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and the Trust at the balance sheet date.

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of academy closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

Principal actuarial assumptions

	2025	2024
	%	%
Rate of increase in salaries	2.7	2.65
Rate of increase for pensions in payment/inflation	2.7	2.65
Discount rate for scheme liabilities	6.05	5.00

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

	2025	2024
	Years	Years
Retiring today		
Males	21	20.8
Females	24.4	24.3
Retiring in 20 years		
Males	22.1	21.9
Females	25.7	25.7

Sensitivity analysis

	2025	2024
	£000	£000
Discount rate -0.1%	129	153
Mortality assumption - 1 year increase	275	304
CPI rate +0.1%	128	150

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24. Pension commitments (continued)

Share of scheme assets

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

	2025 £	2024 £
Equities	5,681,900	5,245,920
Gilts	1,623,400	1,311,480
Property	649,360	655,740
Cash and other liquid assets	162,340	72,860
Total market value of assets	8,117,000	7,286,000

The actual return on scheme assets was £112,000 (2024 - £395,000).

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

	2025 £	2024 £
Current service cost	(356,000)	(345,000)
Interest cost	373,000	(370,000)
Interest income	(388,000)	334,000
Total amount recognised in the Statement of Financial Activities	(371,000)	(381,000)

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

	2025 £	2024 £
At 1 September	7,601,000	6,988,000
Current service cost	356,000	345,000
Interest cost	388,000	370,000
Employee contributions	105,000	97,000
Actuarial gains	(1,440,000)	(18,000)
Benefits paid	(145,000)	(181,000)
At 31 August	6,865,000	7,601,000

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24. Pension commitments (continued)

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

	2025 £	2024 £
At 1 September	7,286,000	6,301,000
Interest income	373,000	334,000
Actuarial (losses)/gains	(1,140,000)	395,000
Employer contributions	386,000	340,000
Employee contributions	105,000	97,000
Benefits paid	(145,000)	(181,000)
At 31 August	6,865,000	7,286,000

A contingent asset in respect of the LGPS of £1,252,000 (2024: £nil) has not been recognised as its recovery is not regarded as virtually certain. The asset treatment is disclosed in note 2.13 and 3.

25. 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 £
Not later than 1 year	29,676	29,733
Later than 1 year and not later than 5 years	13,640	42,956
	43,316	72,689

26. Members' liability

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

27. Related party transactions

Owing to the nature of the 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.

No such related party transactions took place during the year.