

FUTURE
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2022

FUTURE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Lord John Nash Lady Caroline Nash Mr Gilbert Chalk Mr John Putt Mr David Bloch	(Appointed 2 April 2022)
Charity number	1114396	
Principal address	Future c/o Future Academies Chichester Street London SW1V 3AT	
Independent examiner	Alexander James & Company Limited Upper Deck Admirals Quarters Portsmouth Road Thames Ditton Surrey KT7 0XA	

FUTURE

CONTENTS

	Page
Trustees' report	1 - 4
Independent examiner's report	5
Statement of financial activities	6
Balance sheet	7
Statement of cash flows	8
Notes to the financial statements	9 - 15

FUTURE

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 OCTOBER 2022

The Trustees present their annual report and financial statements for the year ended 31 October 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's Trust Deed, the Charities Act 2011 and "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)" (effective 1 January 2019).

Objectives and activities

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Charity should undertake. The Charity's Trust Deed sets out that it is the intention of the Trustees to apply the funds and income of the Charity to the relief of poverty amongst children and young adults.

In this period (November 2020 – October 2021), Future's activity has continued to focus on supporting Future Academies, the family of academies in London and Hertfordshire for which Future is the sponsor.

In this period (November 2021 – October 2022), Future's activity has continued to focus on supporting Future Academies, the family of academies in London and Hertfordshire for which Future is the sponsor.

In addition to the formal sponsorship of the Multi-Academy Trust, Future continues to contribute financially to the cost of academy activities, focusing on supporting Education Enrichment opportunities such as residential trips (both in the UK and abroad), Saturday sport, and music tuition. Future's financial contribution significantly subsidises the cost of these activities to the schools as well as to families and removes financial barriers to a child's full participation in the life of the school. Future supports the Education Enrichment programme across the schools, which aims to:

- Connect pupils to the world of work, future education, training, and employment
- Enrich the curriculum
- Provide exposure to culture, the arts, sport
- Build character, integrity, resilience, judgement, self-discipline

Future Academies has also developed its own outstanding teacher training facility – Future Teacher Training (formerly the Pimlico London SCITT). To support the recruitment of exceptional candidates into the programme, Future sponsors the 'Future Teach Scholarship' for candidates with an exceptional academic background and outstanding potential in the classroom. Many of scholarship alumni have gone on to support our schools in leadership roles and as curriculum writers. In 2021-2022, the scholarship was awarded to 8 candidates. One has been confirmed for the academic year of 2022-2023.

Across the Trust, Future is supporting several salaries for staff working across the schools and for a number of ex- soldiers to be supporting staff and students through the Commando Joes programme.

With the relaxation of Covid-19 mitigation measures, the second half of the period saw a rapid uptick in activity. Whilst academic catch up remained the focus for academies, the Enrichment programmes in place at each school could begin to be revived. Schools moved from virtual provision back to in person. The schools have overcome many obstacles in continuing to provide a comprehensive programme through challenging circumstances. The pandemic led to further opportunities from a career's education perspective for our students as they interacted virtually with established and successful companies globally. Whilst in person experiences are preferred, the schools have maintained the option of using technology to broaden the horizons of students.

FUTURE

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 OCTOBER 2022

Secondary Schools

- Pimlico Academy
- Phoenix Academy
- Trinity Academy
- Future Academies Watford
- The Grange
- Barclay Academy
- Laureate Academy

The Future Charity invested in new instruments for the schools. Significant investment was also made in sports facilities including the installation of cricket facilities in four academies. The Charity also supported the running of a study skills day for all Year 13 students across the Trust which was held at Hatfield House in Hertfordshire. The students in question had not sat a formal exam since their Year 6 SATS and had not had many trips since March 2020 so this day was partly to help them prepare for their upcoming A-level examinations and also to give them some time outside of the classroom in an impressive and historic setting.

Primary Schools

- Pimlico Primary
- Churchill Gardens
- Millbank Academy

Each primary academy has experienced a comprehensive enrichment programme, linking directly to the curriculum. The Future Charity has provided funding for residential trips, art workshops, as well as support towards extra swimming lessons. The charity also contributed to West London Zone to engage in mentoring for students. West London Zone is a targeted early intervention programme that provides added opportunities and support to children according to their individual needs. WLZ's aim is that the children end the programme 'on-track' to meet their, and the school's, expectations in wellbeing, confidence, peer relationships, and academic attainment.

Future continues to contribute towards Greenhouse Sports, a charity that employs full-time sports coaches to deliver sport and mentoring programmes before, during, and after school, as well as at the weekends and during the holidays. Future continues to support the primaries in its provision of Outward-Bound residential trips.

FUTURE

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 OCTOBER 2022

Other Organisations

Advising, supporting, and making grants to well-organised and replicable organisations that work with young people

Future has continued to support a range of organisations that work to improve the life chances of disadvantaged young people including the following organisations:

- **The Childhood Trust**, a charity that funds grass roots charities and their projects to alleviate the impact of child poverty in London. They use funds to generate and match other donations, primarily through online fundraising campaigns and fundraising partnerships. They make grants to proven charities that are working directly with disadvantaged children.
- **Social Mobility Foundation**, a charity that supports young people from low-income backgrounds into top universities and professions by providing such students with a holistic programme of support called the Aspiring Professionals Programme (APP). This includes mentoring, workshops, and internships.
- **Hammersmith and Fulham Youth Zone**, OnSide's Youth Zones are state-of-the-art, custom-built, modern youth clubs offering a wide range of sport, art, and enterprise activities in deprived areas. Building on the hugely successful Youth Zones in the North and across the country, OnSide are due to complete construction of their new Youth Zone in White City, a short walk from Phoenix Academy.
- **Royal National Children's SpringBoard Foundation**, a charity that provides disadvantaged and vulnerable children and young people with the life-transforming opportunity of a fully funded boarding school education.

Summary

During the period (November 2021 – October 2022), Future funded £718,617 towards Future Academy Activities and £98,780 towards other organisations. During the current period (November 2022 – October 2023) it is anticipated that Future will fund of the order of £820,000 towards Future Academies activities and £120,000 towards other organisations. Trustees are asked to approve a level of expenditure for this order.

Achievements and performance

Financial review

It is the policy of the Charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent at least to between three and six month's expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the Charity's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

The Trustees appointed new registered auditors, Alexander James & Co Ltd, to report on the Charity's 2022 accounts. Upon requesting standard professional clearance from the audit firm shown on previous years' accounts, Alexander James & Co Ltd were informed by them that that firm had no knowledge of the Charity and had not in fact acted as auditor. This was reported to the Trustees who then discovered that a contractor engaged to prepare previous annual accounts and arrange for them to be audited had falsified previous years' audit reports. The Trustees promptly informed the Charity Commission who have asked that the Trustees resubmit updated accounts from 2018 to 2021, and this has now been done. The Trustees are attempting to recover from the contractor the extra costs incurred.

Structure, governance and management

The Charity is registered with the Charity Commission for England & Wales as charity number 1114396, governed by its trust deed dated 5th December 2005.

FUTURE

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 OCTOBER 2022

The Trustees who served during the year and up to the date of signature of the financial statements were:

Lord John Nash

Lady Caroline Nash

Mr Gilbert Chalk

Mr John Putt

Mr David Bloch

(Appointed 2 April 2022)

The trustees have power to appoint additional and replacement trustees as and when it is deemed necessary.

The Trustees' report was approved by the Board of Trustees.



Lord John Nash

Trustee

Date: 14/12/2023

FUTURE

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF FUTURE

I report to the Trustees on my examination of the financial statements of Future (the Charity) for the year ended 31 October 2022.

Responsibilities and basis of report

As the Trustees of the Charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 (the 2011 Act).

I report in respect of my examination of the Charity's financial statements carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

I understand that this has been done in order for financial statements to provide a true and fair view in accordance with Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 1 accounting records were not kept in respect of the Charity as required by section 130 of the 2011 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Michael Morris Dobrin FCCAACA as director for and on behalf of
Alexander James & Company Limited

Alexander James & Company Ltd

Upper Deck
Admirals Quarters
Portsmouth Road
Thames Ditton
Surrey
KT7 0XA

Dated: 18 December 2023

FUTURE

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 OCTOBER 2022

	Notes	Unrestricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Total 2021 £
Income from:					
Donations and legacies	3	187,500	187,500	133,500	133,500
Investments	4	49,308	49,308	34,855	34,855
Total income		236,808	236,808	168,355	168,355
Expenditure on:					
Raising funds	5	32,072	32,072	32,278	32,278
Charitable activities	6	847,881	847,881	319,195	319,195
Total expenditure		879,953	879,953	351,473	351,473
Net gains/(losses) on investments	10	(794,322)	(794,322)	985,612	985,612
Net (outgoing)/incoming resources		(1,437,467)	(1,437,467)	802,494	802,494
Other recognised gains and losses					
Other gains or losses	12	2,912	2,912	(17,490)	(17,490)
Net movement in funds		(1,434,555)	(1,434,555)	785,004	785,004
Fund balances at 1 November 2021		8,638,912	8,638,912	7,853,908	7,853,908
Fund balances at 31 October 2022		7,204,357	7,204,357	8,638,912	8,638,912

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

FUTURE

BALANCE SHEET

AS AT 31 OCTOBER 2022

	Notes	2022 £	£	2021 £	£
Fixed assets					
Investments	13		6,957,791		7,285,386
Current assets					
Debtors	14	37,500		25,000	
Cash at bank and in hand		240,926		1,354,626	
		278,426		1,379,626	
Creditors: amounts falling due within one year	15	(31,860)		(26,100)	
Net current assets			246,566		1,353,526
Total assets less current liabilities			7,204,357		8,638,912
Income funds					
Unrestricted funds			7,204,357		8,638,912
			7,204,357		8,638,912

The financial statements were approved by the Trustees on 14/12/2023



Lord John Nash
Trustee

FUTURE

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 OCTOBER 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash absorbed by operations	17		(696,281)		(256,443)
Investing activities					
Purchase of investments		(1,421,373)		(409,486)	
Proceeds from disposal of investments		954,646		898,068	
Investment income received		49,308		34,855	
Net cash (used in)/generated from investing activities			(417,419)		523,437
Net cash used in financing activities			-		-
Net (decrease)/increase in cash and cash equivalents			(1,113,700)		266,994
Cash and cash equivalents at beginning of year			1,354,626		1,087,632
Cash and cash equivalents at end of year			240,926		1,354,626

FUTURE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 OCTOBER 2022

1 Accounting policies

Charity information

Future is a charity registered with the Charity Commission in England & Wales

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's Trust Deed dated 5th December 2005 which is its governing document, the Charities Act 2011, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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)" (effective 1 January 2019). The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of investments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the Charity.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

FUTURE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 OCTOBER 2022

1 Accounting policies

(Continued)

1.5 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 are allocated on the portion of the asset's use.

1.6 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.8 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

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

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

FUTURE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 OCTOBER 2022

1 Accounting policies

(Continued)

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.9 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Donations and gifts	187,500	133,500

4 Investments

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Income from listed investments	47,709	33,510
Interest receivable	1,599	1,345
	49,308	34,855

FUTURE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 OCTOBER 2022

5 Raising funds

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Investment management	32,072	32,278
	<u>32,072</u>	<u>32,278</u>

6 Charitable activities

	Grants to Future Academies 2022	Grants to other charities 2022	Total 2022	Grants to Future Academies 2021	Grants to other charities 2021	Total 2021
	£	£	£	£	£	£
Grants made	718,617	116,277	834,894	202,114	106,303	308,417
Share of governance costs (see note 7)	12,987	-	12,987	10,778	-	10,778
	<u>731,604</u>	<u>116,277</u>	<u>847,881</u>	<u>212,892</u>	<u>106,303</u>	<u>319,195</u>

7 Support costs

	Support costs	Governance costs	2022	2021
	£	£	£	£
Accountancy	-	10,800	10,800	8,820
Telephone and general expenses	-	1,667	1,667	-
Bank charges	-	520	520	1,958
	<u>-</u>	<u>12,987</u>	<u>12,987</u>	<u>10,778</u>
Analysed between Charitable activities	-	12,987	12,987	10,778

8 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the year.

FUTURE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 OCTOBER 2022

9 Employees

The Charity had no employees during the year.

10 Net gains/(losses) on investments

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Revaluation of investments	(780,496)	977,166
Gain/(loss) on sale of investments	(13,826)	8,446
	<u>(794,322)</u>	<u>985,612</u>

11 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

12 Other gains or losses

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Foreign exchange gains	<u>(2,912)</u>	<u>17,490</u>

13 Fixed asset investments

	Listed investments £
Cost or valuation	
At 1 November 2021	7,285,386
Additions	1,421,373
Valuation changes	(780,496)
Disposals	(968,472)
At 31 October 2022	<u>6,957,791</u>
Carrying amount	
At 31 October 2022	<u>6,957,791</u>
At 31 October 2021	<u>7,285,386</u>

FUTURE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 OCTOBER 2022

13 Fixed asset investments

(Continued)

The Charity invests in externally managed funds with the objective to maintain and grow the funds in real terms over the long term, and to produce a consistent and sustainable amount for the Charity to expend on charitable causes and the governance and management of the Charity.

Such external funds are under the full delegated management of the relevant investment manager and are subject to the manager's own investment policies and governance procedures. The Charity intends to take sufficient investment risk to generate an above average annual return on the funds to exceed inflation over the long term.

14 Debtors

	2022 £	2021 £
Amounts falling due within one year:		
Other debtors	37,500	25,000

Other debtors represents Gift Aid recoverable on donations received by the Charity by the balance sheet date.

15 Creditors: amounts falling due within one year

	2022 £	2021 £
Accruals and deferred income	31,860	26,100

16 Related party transactions

Transactions with related parties

During the year the Charity entered into the following transactions with related parties:

During the year Lord John Nash, a trustee of the Charity, donated £150,000 (2021 £100,000) to the unrestricted funds of the Charity.

FUTURE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 OCTOBER 2022

17	Cash generated from operations	2022 £	2021 £
	(Deficit)/surplus for the year	(1,437,467)	802,494
	Adjustments for:		
	Investment income recognised in statement of financial activities	(49,308)	(34,855)
	Foreign exchange differences	2,912	(17,490)
	Loss/(gain) on disposal of investments	13,826	(8,446)
	Fair value gains and losses on investments	780,496	(977,166)
	Movements in working capital:		
	(Increase) in debtors	(12,500)	(25,000)
	Increase in creditors	5,760	4,020
	Cash absorbed by operations	(696,281)	(256,443)
18	Analysis of changes in net funds		
	The Charity had no debt during the year.		
19	Other Matters Arising		

As explained in the Trustees' Report, the Trustees appointed new registered auditors, Alexander James & Co Ltd, to report on the Charity's 2022 accounts. Upon requesting standard professional clearance from the audit firm shown on previous years' accounts, Alexander James & Co Ltd were informed by them that that firm had no knowledge of the Charity and had not in fact acted as auditor. This was reported to the Trustees who then discovered that a contractor engaged to prepare previous annual accounts and arrange for them to be audited had falsified previous years' audit reports. The Trustees promptly informed the Charity Commission who have asked that the Trustees resubmit updated accounts from 2018 to 2021, and this has now been done. The Trustees are attempting to recover from the contractor the extra costs incurred.