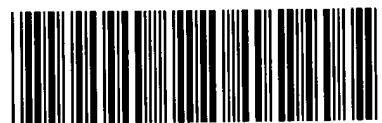


Company Registration No. 6415729 (England and Wales)

WOODARD ACADEMIES TRUST
(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

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WOODARD ACADEMIES TRUST

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WOODARD ACADEMIES TRUST

REFERENCE AND ADMINISTRATIVE DETAILS

Members

The Woodard Corporation
The Very Revd Dr John Hall
Mr Brian Newman
Mr Miles Hedges
The Lichfield Diocesan Board of Education

Trustees

Mrs P Pritchard (Chair)
Mrs M Holman
Mr G Ogle
The Rev. RC Peers (resigned 22nd October 2019)
Mrs S Pelham
Mr A Prince
The Rev. A Day (appointed 29th April 2020)
Mrs L Trimble
Mr J Feeney

Executive Team

Chief Education Officer and Accounting Officer	Mr P Kennedy (resigned 14 th February 2020)
Senior Executive	Mr W Pecover (resigned 31 st December 2019)
Chief Executive Officer and Accounting Officer	Mr H Begol (appointed 21 st April 2020)
Finance Director	Ms V Creed
Company Secretary	Ms V Creed
Human Resources Director	Mrs A Hudson (resigned 30 th September 2019)
Accounting Officer	Mr P Sanderson (appointed 14 th February 2020 and resigned 21 st April 2020)

Senior Management Team (Includes Executive Team)

Chief Executive Officer and Accounting Officer	Mr H Begol
Finance Director	Ms V Creed
Head of School	Mr K Scanlon
Head of School	Mr M Thomas
Head of School	Mr J Feldwick
Head of School	Mr M Astley
Head of School	Mr P Sanderson
Head of School	Mrs K Reid

Company registration number

6415729 (England and Wales)

Registered office

1 Adam Street
London
WC2N 6LE

WOODARD ACADEMIES TRUST

REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)

Academies operated	Location	Principal
Sir Robert Woodard Academy	Upper Boundstone Lane, Lancing, BN15 9QZ	Mr K Scanlon
The Littlehampton Academy	Fitzalan Road, Littlehampton, BN17 6FE	Mr M Thomas
St Augustine Academy	Oakwood Road, Maidstone, Kent, ME16 8AE	Mr J Feldwick
St Peter's Academy	Fenton Manor, Stoke-on-Trent, ST4 2RR	Mr M Astley
Kings Priory School	Huntingdon Place, Tynemouth, NE30 4RF	Mr P Sanderson
Polam Hall School	Grange Road, Darlington, DL1 5PA	Mrs K Reid
Independent auditor	RSM UK Audit LLP 25 Farringdon Street London EC4A 4AB United Kingdom	
Bankers	Lloyds Bank Pride Hill Shrewsbury PO Box 1000 BX1 1LT	
Solicitors	Browne Jacobson LLP 6 Bevis Marks London EC3A 7BA	

WOODARD ACADEMIES TRUST

TRUSTEES' REPORT

Trustees present their annual report together with the financial statements and auditor's report of the Charitable Company for the year ended 31st August 2020. The annual report serves the purpose of a trustees' report, a directors' report and a strategic report under company law.

Woodard Academies Trust (the 'trust') operates 4 secondary schools and 2 all-through primary and secondary schools across England. Its academies have a combined pupil capacity of 7,637 and had a roll of 6,451 in the school census on 1st October 2020.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

Woodard Academies Trust is a company limited by guarantee and an exempt charity. The Charitable Company's Memorandum and Articles of Association are the primary governing documents of the trust.

The Charitable Company operates as the Woodard Academies Trust.

The trustees of Woodard Academies Trust are also 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 financial statements are approved, are included in the Reference and Administrative Details on page 1.

Members' liability

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

Trustees' indemnities

The trust has in place trustees' indemnity insurance. From 1st September 2019 the trust insurance was provided through the risk protection arrangement (RPA) for academies, an alternative to insurance where UK government funds cover losses that arise. This scheme protects trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business.

Method of recruitment and appointment or election of trustees

At any time, the trust board can include individuals nominated by the Woodard Corporation as sponsor as well as one individual nominated by the Lichfield Diocesan Board of Education who is the co-sponsor of St Peter's Academy. The trust looks to ensure a mix of skills and selects new trustees on the basis of background, experience, specialist skills and support for the Woodard Christian ethos. Candidates are considered by the trust board which makes a recommendation to the Woodard Corporation Board which confirms the appointment as the sponsor of the trust.

Policies and procedures adopted for the induction and training of trustees

New trustees meet with members of the senior management team as well as the chair of the board for an induction and familiarisation. Induction is tailored, depending on experience, and undertaken on a one to one basis.

The trust has provided training on safeguarding over the past year and keeps trustees informed of developments in school and trust governance.

The Chief Executive Officer appoints the senior staff to be employed by the trust, as well as the principals of the academies.

Organisational structure

The trust board determines the overall policies and strategies of the trust, with the support of the appropriate sub-committee and the senior management team.

The day to day administration of the trust is undertaken by the Executive Team within the strategy, policies and procedures set by the trust board, which provide for significant personnel and expenditure decisions and major capital projects to be referred to the trust for prior approval. These policies and procedures are based on guidance from the Department for Education.

The day to day management of each academy is delegated to the principal, working closely with the local academy council, overseeing educational, pastoral and administrative functions in consultation with the senior staff.

Individual academies are supported by their local academy councils that operate as sub-committees of the trust. The councils in some cases are supported by sub-committees. During the year ended 31st August 2020 the academy councils and their sub-committees met at least once a term. A trustee is linked to each academy and will report back to the main board on matters of significance.

WOODARD ACADEMIES TRUST

TRUSTEES' REPORT (CONTINUED)

Councillors are recruited on the basis of nominations from the trust, from community academy contacts including parents and staff, and from co-sponsors, as well as by advertisement. Local academy councillors and clerks to the individual academy councils are provided with induction training and a wider programme of training events is organised according to needs. In recruiting local academy councillors, a similar mixture of skills and experience to that of the board of trustees is sought.

Whilst every effort is made to retain consistency across academies on key elements, local variation according to circumstances is allowed.

The principals oversee the recruitment of all academy staff, supported by the Executive Team and academy councils for senior appointments.

Arrangements for setting pay and remuneration of key management personnel

The trust Chief Executive Officer (and Accounting Officer) was recruited and appointed in year. As part of the recruitment process the board conducted an independent review of pay for comparable posts across the sector. The Chief Education Officer (and Accounting Officer) resigned in year.

Each year the chair of the trust conducts a detailed annual appraisal of the Accounting Officer as well as an interim appraisal halfway through the year, and recommends any changes to remuneration to the board, in line with the pay scale. The remuneration and benefits of other key staff, including the academy principals, are determined by the Chief Executive Officer in consultation with the trustees. Pay scales, approved by the trust board, are in place for all key staff. Any approvals for cost-of-living pay increases are brought to the board via the Finance & General Purposes Committee. Given the challenging circumstances in relation to the coronavirus pandemic, the Chief Executive Officer has foregone any pay rise for 2020/21.

Key management personnel comprise the trustees and the members of the executive and senior management team as shown on page 1 of the annual report.

Trade union facility time

In the year, the trust has had no full-time or part-time union officials employed. However, the trust does pay into local facilities time pots.

Related parties and co-operation with other organisations

Woodard Academies Trust was established by the Woodard Corporation to deliver its strategy of operating academies across the UK, in line with the vision of its founder Nathaniel Woodard. The Memorandum and Articles of the Trust allow The Woodard Corporation (charity number 1096270) to appoint and remove the majority of the trustees (the 'sponsor directors') and the two companies work closely together. The Woodard Corporation consolidates the results of the Woodard Academies Trust into its consolidated financial statements.

The joint sponsors of the first two Woodard Academies, The Littlehampton Academy and Sir Robert Woodard Academy, which opened on 1st September 2009, are the Woodard Corporation and West Sussex County Council. The Woodard Corporation and the Lichfield Diocesan Board of Education are joint sponsors of the St Peter's Academy in Stoke, which opened on 1st September 2011. The Woodard Corporation sponsors St Augustine Academy, Maidstone that also opened on 1st September 2011. The Kings Priory School opened as an academy on 1st September 2013 following the merger of The King's School, Tynemouth (previously a fee-paying independent school in the Woodard group) and The Priory Primary School, a maintained school. On 1st April 2017, the trust acquired Polam Hall School, previously a Free School. The Department for Education (DfE) is the primary funding body for the academies in the trust, via the Education and Skills Funding Agency (ESFA).

Engagement with employees

The trust consults its staff through formal and informal methods including staff consultation committees and regular staff meetings. The Woodard Academies website provides staff with access to all Trust policies through access to a staff specific portal.

The trust consults with national trade union bodies through the Woodard Joint National Consultative Committee (WJNCC), meeting a minimum of three times per year. The Trust recognises the following Trade Unions for individual and collective representation, consultation and negotiation purposes: NEU, NASUWT, NAHT, ASCL, GMB, UNISON and Unite.

WOODARD ACADEMIES TRUST

TRUSTEES' REPORT (CONTINUED)

The trust is committed to ensuring that existing members of staff, job applicants, workers and volunteers are treated fairly in an environment which is free from any form of discrimination with regard to the protected characteristics as outlined by the Equality Act 2010. The trust's Equality and Diversity Policy outlines the trust's approach to this issue and specific reference is made within this guidance to job applicants.

Applications from candidates with disabilities are welcomed. A statement confirming this and asking applicants to advise on any reasonable adjustment needed through the recruitment and selection process is included in correspondence with applicants. We have access to advice from Occupational Health support to enable us to support any member of staff, including those who become disabled during employment.

All staff, when they have been appointed, are asked to undertake a medical placement questionnaire. This process provides information to the employer, which can be discussed with the employer where an employee has a disability for which a reasonable adjustment is required.

Equalities data is collected with respect to Teacher Pay Progression in order to identify whether or not the data indicates that employees with protected characteristics are disadvantaged.

Engagement with suppliers, customers and others in a business relationship with the trust

As a key enabler to meeting the objectives of the Woodard Academies Trust, the trustees continue to seek every opportunity to engage actively and positively with all stakeholders in the local community of each academy and in the wider educational landscape. Collaborative relationships with suppliers, parents, educational partners and community leaders are seen as key enablers to achieving success in all of the trust's operations. During the year the trust has further promoted this engagement through specific initiatives including:

- Regular communication and engagement with parents and prospective parents of pupils attending the trust schools to enhance the understanding of the provision to each student and to fully co-ordinate support to students from parents and the academy.
- Engagement with other educational trusts and partners at local and national levels to share best practice and to provide peer support across trusts and individual academies.
- Active dialogues with local councils on matters which impact children and families in the community as well as relate to operation of each academy.
- Engaging with local businesses to promote career and educational opportunities for academy students for their mutual benefit.
- Seeking all possible opportunities to engage with local suppliers in each academy area.
- Seeking regular communication with all suppliers and ensuring good commercial practices of prompt payment and clear communication to optimise arrangements for supply of goods and services to each school. In particular, the trust has fully adopted the government's policies and guidance during the Covid-19 pandemic and sought to maximise its support to all suppliers through the crisis in order to sustain their support and services in the future.
- Promoting and encouraging student opportunities to engage in local voluntary and other projects to support the community.

Promoting the success of the Trust

Section 172 of the Companies Act 2006 requires the directors to act in the way they consider, in good faith, would be most likely to promote the success of the charity to achieve its charitable purposes. The Act states that in doing so, the directors should have regard, amongst other matters, to:

- The likely consequence of any decision in the long term: -
 - The trust makes all key decisions through reference to its long-term strategic plan and after projecting the timing and impact of such decisions. This strategy is primarily designed around the objective to improve educational outcome for students but every decision and operational approach is regularly reviewed for its impact on all stakeholders and the need for any changes or modifications to decisions previously taken.
- The need to foster the trust's business relationships with suppliers, customers, and others: -
 - Our relationships with partners and suppliers are key to our effectiveness. The trust actively seeks to engage in service reviews with all key suppliers. These reviews are focussed on a two way relationship with the trust with an aim of helping one another to achieve an optimum service as efficiently as possible and according to the best value for money. Where the trust has procured outsourced services, we seek to ensure that staff and management from that contractor are supported as an equal member of the school community and stakeholders.

WOODARD ACADEMIES TRUST

TRUSTEES' REPORT (CONTINUED)

- The impact of the trust's operations on the community and the environment:-
 - We recognise our responsibility to care for the environment and aim to minimise our environmental impact in all our activities. As well as covering environmental issues in our school curriculum, the trust encourages all staff and students to participate in initiatives to reduce negative environmental impacts. These include the promotion of recycling of waste and actions to maximise efficiency in energy consumption.
- The desirability of the trust maintaining a reputation for high standards of business conduct:-
 - Our reputation and public trust in Woodard Academies Trust and its constituent schools is fundamental to our future success. We use our organisational values and behaviours in our recruitment and training for our employees to ensure that we maintain high standards, and these are used in our appraisal processes. Our procurement and ethical policies and procedures ensure that our values are also part of our selection of partners and suppliers.
- The need to act fairly as between members of the trust:-
 - We aim to be a fully inclusive organisation and we will not unfairly discriminate against our students, staff or any other member of our community and stakeholders.

OBJECTIVES AND ACTIVITIES

Objects

The trust's objects, as set out in the Memorandum of Association, are to advance for the public benefit education in the United Kingdom, in particular by establishing, maintaining, carrying on, managing and developing schools (the "Academies") offering a broad curriculum with a strong emphasis, but in no way limited to one or a combination of the specialisms specified in the funding agreements entered into with the Secretary of State for Education ("Secretary of State") relating to each of the academies. The objects are to be conducted in accordance with the principles of the Church of England.

Aims

Within the objects set out in the Memorandum and Articles of Association, our academies aim to create an environment which nurtures children, helps them to get the best from themselves and allows them to develop to fulfil their potential. We aim to provide students with a first class education and a wide range of opportunities. This is done in a way that is consistent with the Woodard ethos that every child will be valued, respected and cared for, to provide the best learning experience for all. We welcome students and families from all faiths or none.

The trust provides education for students of all abilities. All children who apply are admitted (up to the capacity of the academy), with no academic selection (apart from reaching the necessary standard for A level study for sixth form students).

Consistent with other academies in the United Kingdom we aim to raise the educational outcomes from the levels inherited from the predecessor schools, and to increase student numbers. The trust is committed to playing its part in the UK academies initiative.

WOODARD ACADEMIES TRUST

TRUSTEES' REPORT (CONTINUED)

Vision, values, and strategy

The trustees carried out a comprehensive strategic review in July 2020, considering the Trust's vision, values, strategic goals and priorities. Following consultation in September 2020, the trustees agreed the following vision statement:

"Opening minds, raising expectations, transforming lives"

Building on the Trust's existing values, the new values are:

- **Wisdom:** We open our minds and take personal responsibility for making a difference in the world.
- **Ambition:** We set high expectations and ambitions for ourselves and each other, and we are relentless about meeting them. We will always challenge under-performance.
- **Trust:** We place trust at the heart of all we do: to facilitate open and honest debate, to support hope and mutual respect, and to enable us to respond to all challenges.
- **Unity:** We value collaboration, promote well-being and invest in relationships: celebrating our individual and collective strengths and expertise, inspiring one another and learning from the best practice externally.
- **Faith:** We welcome and embrace people of all faiths and none to our schools, which reflect the Christian beliefs and values of the Trust and the wider group of Woodard schools.

The trust's strategic goals for 2020-23 have a stronger focus on raising levels of achievement for all pupils and school improvement:

- **Pupil Outcomes:** All pupils, regardless of background, are successful learners who are equipped to lead fulfilling lives.
- **School Improvement:** All our schools will be improving, well-led and safe, with high-quality teaching that develops pupils' knowledge, attitudes and character that enable them to succeed in later life.
- **Staff Engagement:** We attract, recruit, retain and develop the best people who meet the highest professional standards and have uplifting, purposeful careers.
- **Growth:** The Trust increases the number of pupils, staff and schools who benefit from being part of our effective multi-academy trust.

To achieve these strategic goals, the Trust has determined the following strategic priorities and published an associated implementation plan for how they will be delivered:

- a. To achieve the highest standards of collective leadership and governance to deliver sustainable school improvement and safeguarding;
- b. To develop a rigorous focus on shared standards and practices for curriculum and assessment to improve pupil outcomes;
- c. To develop deep collaboration in subject areas to drive continuous improvement in the quality of teaching and learning;
- d. To embed a trust-wide focus on support and challenge so that all pupils can make maximum progress, starting with those eligible for pupil premium but including pupils with SEND and those with high prior attainment;
- e. To provide a compelling offer to our workforce in order to attract, recruit, develop and retain the best people who meet high professional standards and have uplifting, purposeful careers;
- f. To grow the trust with more pupils, and more schools in areas where we know we can be stronger together; and
- g. To establish efficient and effective shared services enabling teachers and school leaders to focus on school improvement.

WOODARD ACADEMIES TRUST

TRUSTEES' REPORT (CONTINUED)

Public benefit

In setting objectives and planning activities, the trustees have given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary guidance 'The Advancement of Education for the Public Benefit'. The principal activity has been the governance of academies providing public benefit at no charge to the students in attendance.

STRATEGIC REPORT

Achievements and performance

Academy	Current Ofsted Overall Judgment	Total number of pupils on roll	Pupils with EHCP or SEN support	Boys on roll	Girls on roll	Pupils whose first language is not English	Percentage of children eligible for Pupill Premium
The Littlehampton Academy (TLA)	Requires Improvement	1,339	209	661	678	145	27.14%
Kings Priory School (KPS)	Good	1,439	139	738	701	45	8.38%
The Sir Robert Woodard Academy (SRWA)	Requires Improvement	1,171	223	641	530	37	26.34%
St Peter's CofE Academy (SPA)	Requires Improvement	1,030	214	495	535	372	38.64%
Polam Hall School (PHS)	Requires Improvement	723	109	327	396	59	18.65%
St Augustine Academy (SAA)	Good	749	151	402	347	69	30.39%
Trust (WAT)	N/A	6,451	1,045	3,264	3,187	727	24.40%

WOODARD ACADEMIES TRUST

TRUSTEES' REPORT (CONTINUED)

Performance

Key Stage 2

KPS and PHS have KS2 pupils but in the absence of SATs in 2020 we do not have comparable pupil performance data.

Key Stage 4 and Key Stage 5

All schools have KS4 pupils and TLA, KPS and SRWA have KS5 pupils. The schools submitted centre assessed grades, following a rigorous process based on evidence and professional judgement. In line with the national picture, and following the widely reported difficulties, the final results were an improvement from the previous year in all of our schools. However, the 2020 results are not comparable to previous performance and so are not reported here.

St Augustine Academy

St Augustine is an 11-16 mixed academy with a specialist Autism Resource Centre. It was rated as Good overall by Ofsted in both 2014 and 2018. GCSE results and progress measures, however, have been variable and the academy is placing a sharper focus on addressing in-school subject result variation to address this.

The proportion of students who are eligible for additional Pupil Premium funding is above the national average and the proportion of those for whom English is an additional language is below the national average. The proportion of students who are entitled to support for a special educational need is above the national average and those who have an education, health and care plan, is broadly in line with the national average. Ofsted inspectors found that pupils with special educational needs are particularly well served.

The academy offers a broad and innovative curriculum which is accessible to students of all aptitudes and abilities, including an expanded vocational offer and there is a high level of student engagement and satisfaction. As a newly built academy in 2011, it has excellent facilities. The academy prides itself on its ethos and expectation of personal responsibility and self-discipline, excellent behaviour, high levels of attendance and punctuality, and a natural and positive respect for others.

Sir Robert Woodard Academy

Sir Robert Woodard is a mixed 11-18 academy primarily serving Lancing and Sompting. It was rated Requires Improvement by Ofsted in both 2013 and 2018 but its July 2019 section 8 inspection noted that effective action was being taken for the academy to become Good. The academy is increasingly popular and has seen a substantial recent rise in pupil numbers.

The proportion of students eligible for additional Pupil Premium funding are broadly in line with national averages and the proportion for whom English is an additional language is below national averages. The proportion of students who are entitled to support for a special educational need is well above national averages and the proportion of those who have an education, health and care plan, is below the national average. Pupils' behaviour is good, and the academy promotes their personal and social development well.

The academy was newly built in 2012 and has state of the art facilities, including an impressive sports hall. The academy has developed excellent links with primary schools and local Woodard independent schools, which afford exceptional opportunities for the performing arts, sport and careers education. The academy was a winner in the Careers Excellence Awards 2019 for Excellence in Partnership Working.

The Littlehampton Academy

The Littlehampton Academy became a sponsored academy in 2009. It is a large, mixed 11-18 academy with a special centre for up to 15 pupils with autistic spectrum. Ofsted graded the academy as Requires Improvement in 2018. However, the academy's leadership is stable, and it is on an improving trend for KS4 performance. An Ofsted monitoring visit in April 2019 confirmed the improvements.

The academy is in an area of deprivation. The proportion of students who are eligible for additional Pupil Premium funding is slightly above national average and the proportion of those for whom English is an additional language is below national average. The proportion of students who are entitled to support for a special educational need is above national average and the proportion of those who have an education, health and care plan, is below the national average.

WOODARD ACADEMIES TRUST

TRUSTEES' REPORT (CONTINUED)

The academy has excellent facilities including artificial and grass playing fields, an impressive sports hall, dance and drama studios. Students are encouraged to be confident, demonstrate self-respect and to present themselves smartly at school. They have been praised for their courtesy and consideration of others.

St Peter's Academy

St Peter's is a mixed 11–16 academy, co-sponsored by Woodard Academies Trust and the Lichfield Diocese Board of Education. Serving the whole community of Stoke-on-Trent, an area of high deprivation, it has become increasingly popular and has rising pupil numbers. The Ofsted inspection in May 2019 praised the effectiveness of the academy's leadership and quality of teaching and found the personal development, behaviour and welfare of pupils to be exceptional. St Peter's remains as Requires Improvement because pupil progress is not yet consistently strong across the academy. All other aspects of the academy's work were graded Good.

The proportion of students who are eligible for additional Pupil Premium funding and those for whom English is an additional language are above national averages. The proportion of students who are entitled to support for a special educational need is in line with the national average and the proportion of those who have an education, health and care plan, is below the national average.

St Peter's boasts a state of the art, vibrant learning environment and impressive resources, including music rooms and a recording studio. Classrooms encourage creativity and there are in excess of 400 student computers, laptops and iPads. The sporting facilities are some of the best in the city with a full-size 3G pitch and multi-purpose Sports Hall. Links with parents and the wider community are strong and productive and the academy is well placed to continue to improve and to deliver its collective mission to do its best by all pupils.

Kings Priory School

Kings Priory School is an all-through 4-18 academy with several unique features. It joined the Woodard Academies Trust in September 2013, following a merger between a thriving independent school, The King's School Tynemouth, and the outstanding maintained Priory Primary School. The new school based in the heart of Tynemouth is co-educational. The merger was the first of its kind under the new academy programme. A short inspection in March 2019 confirmed the 2015 Ofsted judgement of Good and leaders are striving to move the academy from Good to Outstanding.

The proportion of students who are eligible for additional pupil premium funding and those for whom English is an additional language are below national averages. The proportion of students who are entitled to support for a special educational need is above the national average and the proportion of those who have an education, health and care plan, is below the national average.

The academy operates as a First School, Middle School and Senior School across neighbouring sites in the centre of Tynemouth, an historical and picturesque setting which provides a stimulating learning environment for pupils of all ages, including an outdoor learning specialism and the opportunity for every pupil to be a musician. The three tiers work closely together to maximise the benefits of an all-through academy. An innovative curriculum timetable facilitates a comprehensive enrichment programme, offering a wide range of activities from fencing and surfing to animation and more, to be integrated into the school day.

The school was recently rated as the best secondary school in the North-East region by the Real Schools Guide.

Polam Hall School

Polam Hall is an all-through 4 to 16 academy set in beautiful grounds. The academy re-opened as a Free School in 2015, having previously been a fee-paying independent school, and became part of Woodard Academies Trust as a sponsored academy in 2017. The sixth form and boarding facility closed at the end of the 2019/20 academic year.

In 2018, Ofsted judged the academy as Requires Improvement, with the exception of the early years' provision, which was graded as Good. There has been considerable improvement in Key Stage 4 achievement and accelerating improvement in Key Stage 2 is a key priority.

The proportion of students who are eligible for additional Pupil Premium funding and those for whom English is an additional language are below national averages. The proportion of students who are entitled to support for a special educational need is above the national average and the proportion of those who have an education, health and care plan, is below the national average.

WOODARD ACADEMIES TRUST

TRUSTEES' REPORT (CONTINUED)

The academy has many positive qualities. Both the Junior and Senior schools provide a broad curriculum which develops character and resilience as well as academic ability. The academy provides excellent pastoral care. The all-through nature of the academy means that transition into the Senior School is seamless.

Key performance indicators

The Woodard Academies Trust monitors the performance of the academies. We measure the following Educational KPIs:

Early Years

% meeting Good Level of Development

Yr 1

% reaching the required standard in Phonics

KS1

% Meeting expected in reading

% Meeting expected in writing

% Meeting expected in maths

% reaching greater depth in reading

%reaching greater depth in writing

% reaching greater depth in maths

KS2:

% meeting expected standard in reading

% meeting expected standard in writing

% meeting expected standard in maths

% meeting expected standard in combined RWM

% reaching greater depth in reading

%reaching greater depth in writing

% reaching greater depth in maths

% meeting combined greater depth in RWM

KS4:

Progress 8 Score

Attainment 8 Score

% Entering EBacc

% Achieving EBacc at 5+

Grade 5+ in English and Maths

EBacc Average Points Score

% Staying in education or entering employment

KS5:

Progress Score

Average Result (grade)

Average result (point score)

Grade and points for student's best three A levels

These KPIs were used by the Education Committee and the Board in assessing 2019 outcomes and in setting targets and forecasting the expected results for 2020. However due to the Coronavirus pandemic, the focus during the year was on producing robust centre-assessed grades rather than KPI tracking.

Coronavirus

In common with the whole education sector, the coronavirus pandemic had a significant impact on the trust and brought significant disruption operationally as well as educationally. The trust sought to mitigate all the risks and impacts of the pandemic by means of coordinated actions to support students, stakeholders, and the community of each school during a very difficult period.

WOODARD ACADEMIES TRUST

TRUSTEES' REPORT (CONTINUED)

With the support of the guidance and other measures introduced by central government, the trust implemented specific actions to support students and staff through the pandemic as follows:

- on-site staffing to keep them open to children of key workers and vulnerable pupils throughout the entire period to the end of the summer term, with specific risk assessments prepared and implemented to maintain pupil and staff safety and well-being;
- provision of free meals to all eligible children through both local catering provision as well as through the National Voucher Scheme;
- ensuring that key suppliers and employees on flexible working contracts continued to be supported during the initial lockdown period, in line with government guidance, by continuing payments even where services to the trust were necessarily suspended or prevented;
- regular dialogue and communication with all staff throughout the pandemic to ensure their well-being and welfare needs were fully addressed and supported at all times, as well as communication with parents and families;
- extensive preparation for the limited re-opening of schools in June 2020, preparing and centrally reviewing all risk assessments to address the additional risks of infection from Covid-19 as well as adhering to each element of the government guidance. This included protocols for maintaining bubble groups, responding to any instances of possible infection, maintaining social distancing as well as a comprehensive regime of additional cleaning and personal sanitation. Staff were provided with additional cleaning materials and PPE to ensure that they were fully prepared and equipped to address and respond to the additional risks;
- for those pupils at home, teaching staff continued to offer remote learning using schools' digital learning platforms and additionally learning materials sent to families; and
- provision of laptops and internet connectivity to enable continued learning access for eligible pupils.

As the trust approached the start of the autumn term in August 2020, further preparations and risk assessments were made for full re-opening of all schools. These preparations complied with government guidance for re-opening and included preparations for resuming on-site teaching of a broad and balanced curriculum underpinned by the educational principles of: relationships; routines; refresh; recognition and responsibility; and rights and refinements. Additionally measures were taken to support the safety and wellbeing of staff on re-opening.

The trust sought to mitigate financial impacts of the pandemic wherever possible. Positive and negative financial impacts were experienced and addressed as follows:

- The trust saw substantial reductions in some key sources of income, primarily in terms of lettings but also in relation to out of school clubs and catering income. The loss of letting income could not be significantly mitigated. Catering income was partially mitigated from the reduced need to purchase food while the cost of paying catering staff was maintained according to government guidance.
- The cost of additional premises and cleaning costs as well as the cost of providing free school meals was supported by additional funding from central government through claims that were successfully submitted according to the criteria set out by the Department for Education. In addition, the cost of free school meals was supported through the National Voucher Scheme which was directly funded by central government.

Overall, the trust has been able to manage the financial impacts of the pandemic through additional funding or through the ability to offset costs from other savings. The trustees continue to monitor closely all impacts of the pandemic to ensure that the trust operations are sustainable while continuing to deliver the trust's educational objectives.

Trust financial review

Income for the year was £37.3m (2019: £35.7m) and was primarily provided by the DfE via the ESFA by means of standard grants to cover operational and capital costs at each academy. Additional funds were received from letting facilities to third parties, from bank interest and from sales to students for meals, uniform and equipment. All academies actively rent out facilities to community organisations.

Expenditure for the year was £40.1m (2019: £39.3m) of which the largest cash element was staff costs of £30.2m (2019: £28.2m). Net expenditure for the year was £2.8m (2019: £3.7m) after a depreciation charge of £2.6m (2019: £2.6m).

The Woodard Academies Trust (Trading) Company made a surplus of £80k during the year (2019: £137k). The results of the trading company are included in the results of the trust, but no separate group balance sheet is prepared as it is immaterial to the overall results of the trust.

WOODARD ACADEMIES TRUST

TRUSTEES' REPORT (CONTINUED)

Net pension liabilities increased by £2.9m to £12.6m (2019: increased by £3.9m to £9.7m). At present, this does not affect the day to day operations, but the trust continues to monitor this figure as future cash contributions may increase.

Cash held increased from £2.1m on 31 August 2019 to £2.8m on 31 August 2020.

Following historical issues with submission of deficit budgets and delivery of deficit outturns, the trust undertook a wholesale review of financial process and management. The trust now has a robust and embedded budget management framework and financial review processes. All academies have underlying sustainable budgets. The Financial Delegated Authorities have been fully reviewed and the importance of senior management engagement and training has been prioritised across the trust. This work is reflected in the year end outturns for the last two financial years.

Further detail on the financial impact of the Coronavirus is provided in the note above.

Financial and risk management objectives and policies

The trustees are responsible for the identification and management of risk for the trust as a whole. The risk register is presented, discussed and amended as required at the Finance & General Purposes Committee, the Audit Committee and the board. In addition, educational risks are discussed at the Education Committee.

Reserves policy

Net assets of £83.6m (2019: £87.7m) have been carried forward into 2020/21, consisting primarily of fixed assets of £94.4m (2019: £96.5m) and cash of £2.8m (2019: £2.1m). The funds consist of: a fixed asset fund of £95.1m (2019: £96.6m), restricted funds of £0.1m (2019: £nil), unrestricted funds of £1.1m (2019: £0.8m) and a pension reserve with a deficit of £12.6m (2019: £9.7m).

The trustees consider it essential to review the reserves levels held by the trust. This review process is undertaken as part of the annual budget setting process and discussed regularly throughout the year. The unrestricted reserves at the year-end stood at £1.1m (2019: £0.8m). Trustees have set a target range for the net unrestricted general fund, which represents the amount deemed to be necessary to deal with unexpected emergencies and the capacity to respond to un-planned opportunities. Trustees have assessed this as lying in a target of 3-5% of annual income each year on a non-cumulative basis, which equates to approximately £1.1-1.9m. During 2018/19 the trust undertook a thorough review of all budgets and costs, in order to ensure balanced budgets and enable the Trust to achieve the goal of rebuilding reserves. Whilst reserves are now just short of the lower end of the reserve policy target range, the Trustees remain committed to long term growth in reserves.

Funding for essential building repairs comes from the ESFA School Condition Allocation (SCA). Unspent SCA funding at the year-end is held within the restricted fixed asset fund and this amounts to £717k (2019: £108k).

Reserves in deficit

Trustees note the reserve deficits held at SRWA of £358k, KPS of £354k, and PHS of £984k. All academies have produced balanced budgets for 2020/21 and we continue to work across the trust to ensure that all academies have sustainable financial models. The trust's focus within the present funding climate is to manage reserves of the trust holistically and ensure robust financial management is embedded within all academies. 3-5% remains the trust's target reserve level.

The pension (Local Government) reserve is also in deficit and the expectation of the trust is that this will be met by future increases in the annual employer's contribution to the local schemes.

Investment policy

The trust investment policy is low risk with a primary focus on capital security and liquidity. Funds are only deposited with organisations with a good credit rating. Fixed term deposits are only taken out where funds are not expected to be required during the duration of the term. The trust continues to develop its treasury management approach, with the objective of delivering further improvements in our returns on cash holdings.

Financial KPIs

The trust measures a number of financial KPIs in order to assess the trust's performance. Financial KPIs include a consideration of the trust's levels of funding, overheads and reserves held by the trust.

The trustees have considered the trust's financial performance set for the year and consider the performance to be satisfactory.

WOODARD ACADEMIES TRUST

TRUSTEES' REPORT (CONTINUED)

Going concern

Following historical issues with submission of deficit budgets and delivery of deficit outturns, the trust undertook a wholesale review of financial process and management, delivering a significant improvement in the trust's capacity to manage financial risks and pressures. This has enabled the trust to successfully navigate the financial impact of the Coronavirus in 2019/20 and deliver a net surplus outturn, resulting in an improvement in our restricted and unrestricted reserve position as noted above.

These improvements have also enabled the trust to build in more flexibility to our academy's budgets for 2020/21. The quality and speed of financial data provided to senior management and the trustees ensures that they are able to continue to monitor the viability of the trust, focusing on the impact and risks that the Coronavirus has brought to the sector. The trustees are confident that the trust has adequate resources to continue in operational existence for the foreseeable future.

The trust has co-ordinated and monitored the financial impact of the Coronavirus within our academies. Additional detail on the trust's approach to managing the financial impact of the Coronavirus is noted in the above.

Principal risks and uncertainties

Trustees are responsible for the identification and management of risks for the trust as a whole. A comprehensive Risk Register is updated regularly and reviewed at all Finance & General Purposes Committees, Audit Committees and the trust board. The key high-level controls used by the trust include:

- formal agendas and minutes for all meetings of the trust and its committees;
- terms of reference for all committees, reviewed annually;
- comprehensive strategic planning, financial forecasting, budgeting and management accounting;
- established and identifiable organisational structures and reporting lines;
- clear authorisation limits;
- internal compliance checks or "responsible officer" reviews at each academy checking controls and processes;
- the maintenance of the Risk Register, as noted above, which is a standing item for discussion at each board, Audit and Finance and General Purposes Committee meeting;
- external audit; and
- insurance.

In common with every academy in the country, funding is dependent on government policy, and the trust will be impacted by Government's proposals to change the funding methodology for state funded schools. The deficit on the Local Government Pension Scheme increased to £12.571m (2019: £9.667m). Parliament has agreed, at the request of the Secretary of State for Education, to guarantee that, in the event of a trust closure, the Department for Education would meet outstanding local government pension scheme liabilities. The guarantee came into force on 18 July 2013.

Internally the following table summarises the top six risks identified by trustees and the controls to monitor and manage them.

WOODARD ACADEMIES TRUST

TRUSTEES' REPORT (CONTINUED)

Risk		Controls in Place
Operational, Financial, HR and Reputational	Coronavirus outbreak	1. Thorough risk assessments and protocols at each academy, which follow DfE/PHE guidance and procedures. 2. Draft communication lines in response to an incident ready.
Financial	Going Concern	1. Robust financial planning to provide capacity to react to changes. 2. Additional in-year monitoring to identify the impact of Coronavirus.
Strategic	Academic Performance	1. Sign-off Academy Improvement Plans 2020/21 (Oct 2020) 2. Trust strategy and implementation plan focused on school improvement (July 2020) 3. Establish central resources - staff and budget - to deliver impactful school improvement (July 2020)
Operational	Buildings	1. Robust SCA financial planning and spend prioritisation. 2. ESFA approval gained for the sale of unused buildings at PHS 3. Advanced planning on SCA funding through surveys on the Trust estate.
Operational	Virus/Data Corruption	Security software and protocols in place at all academies. Part of the WAT 3-year Strategic review.
HR	Staff recruitment and retention	Strategic recruitment approach with R&R payments available; CPD support for NQTs, RQTs and UQTs in addition to school offer; reviewing recruitment strategy. Part of the WAT 3 year Strategic review.

Fundraising

The trust is mindful of the Fundraising Regulator's code of fundraising practice. None of the trust's academies undertook direct fundraising activities during this accounting period. Expenditure on raising funds - direct costs, as report in note 7 to the accounts relates to the associated costs from letting activities. Fundraising opportunities are being assessed and will be reviewed to ensure compliance with the code of practice.

The trust does not use any external fundraisers. No complaints were received by the trust about fundraising activities in the current or prior year.

WOODARD ACADEMIES TRUST

TRUSTEES' REPORT (CONTINUED)

Streamlined Energy and Carbon Reporting

UK Greenhouse gas emissions and energy use data for the period 1 September 2019 to 31 August 2020

Energy consumption used to calculate emissions (kWh)	9,370,751
Energy consumption break down (kWh):	
• gas	6,006,161
• oil	173,523
• electricity	3,150,115
• transport fuel	40,953
Scope 1 emissions in metric tonnes CO2e	
Gas consumption	1,104.35
Oil consumption	49.43
Owned transport – mini-buses	7.70
Total Scope 1	1,161.48
Scope 2 emissions in metric tonnes CO2e	
Purchased electricity	734.42
Scope 3 emissions in metric tonnes CO2e	
Business travel in employee owned vehicles	2.58
Total gross emissions in metric tonnes CO2e	1,898.48
Intensity ratio Tonnes CO2e per pupil	0.29

Quantification and reporting methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2020 UK Government's Conversion Factors for Company Reporting.

Intensity measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per pupil, the recommended ratio for the sector.

Measures taken to improve efficiency

During the year, the trust implemented a number of initiatives to improve the efficiency of its use of energy. These included:

- A review of light fittings across the trust to seek alternative use of LED lighting where possible;
- Encouraging staff, through communication and signage, to turn off lights when exiting rooms;
- Adjusting timers on lighting and heating systems to minimise the energy demand when not required or to minimise the time delays on switch off timers to minimum practical levels; and
- Initiatives through reviews of school travel plans to encourage students to travel from home to school by walking or cycling.

Going forward the trust is engaging in a number of projects to improve energy efficiency in future years as follows:

- A programme of surveys of all buildings to identify modifications that will improve insulation and energy efficiency;
- Reviewing settings and operation of all building management systems to ensure that energy use is minimised according to the need of students and staff;
- Encouraging staff to use public transport, bicycles and walking as an alternative mode of transport including promotion of the Cycle to Work Scheme; and
- Encouraging staff to minimise travel and use of technology for meetings and other communications.

WOODARD ACADEMIES TRUST

TRUSTEES' REPORT (CONTINUED)

Auditor

RSM UK Audit LLP has indicated its willingness to continue in office.

Statement as to disclosure of information to auditor

Trustees have confirmed that, as far as they are aware, there is no relevant audit information of which the auditor is unaware. Each of the trustees have confirmed that they have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

The Trustees' Report is approved by order of the board of trustees and the strategic report (included therein) is approved by the board of trustees in their capacity as the directors at a meeting on 15/12/20 and signed on its behalf by:

Tricia Pritchard
Tricia Pritchard (Dec 18, 2020 12:16 GMT)

Mrs P Pritchard
Chair

WOODARD ACADEMIES TRUST

GOVERNANCE STATEMENT

Scope of responsibility

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

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

Trustees have delegated the day to day responsibilities to the Chief Executive Officer, as Accounting Officer, and Principals of each academy, for ensuring financial controls confirm with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to the trust in the funding agreement between it and the Secretary of State, as set out in the trust's scheme of delegation and the Woodard Academies Trust Financial Handbook. The CEO is supported in these duties by the executive team centrally and at academy level by the principals. Each principal is responsible for reporting to the board of trustees any material weaknesses or breakdowns in internal control.

Governance

The board of trustees is supported by a committee structure that comprises:

- A subcommittee structure, including separate Education, Finance and General Purposes, and Audit subcommittees. These subcommittees are responsible for monitoring the trust and reviewing performance.
- Local academy councils, members of which are responsible for supporting principals in driving academy improvements, monitoring financial performance and supporting the academies' contribution to their local community. New Terms of Reference for academy councils were approved by trustees on 22nd October 2019.

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The board of trustees has formally met 6 times during the year. Attendance during the year at meetings of the board of trustees was as follows:

Trustees	Meetings attended	Out of possible
Mrs P Pritchard (Chair)	6	6
Mrs M Holman	5	6
Mr G Ogle	4	6
The Rev. RC Peers (resigned 22 nd October 2019)	1	1
Mrs S Pelham	5	6
Mr A Prince	5	6
Mrs L Trimble	4	6
Mr J Feeney	6	6
The Rev. A Day	2	2

The finance and general purposes committee is a sub-committee of the main board of trustees. Its purpose is to agree the financial strategy and policies; to oversee each academy's finances ensuring that the academy operates within academy financial regulations, and to ensure value for money is achieved; to oversee the maintenance and development of the academy sites and premises, and to consider further academic projects; to oversee the adoption and implementation of staffing policies and procedures, ensuring that all principles of good and fair employment practice are adhered to, that staff and trade unions are consulted and legal requirements fulfilled.

WOODARD ACADEMIES TRUST

GOVERNANCE STATEMENT (CONTINUED)

Attendance at finance and general purposes committee meetings in the year was as follows:

Finance and General Purposes Committee Members	Meetings attended	Out of possible
Mrs P Pritchard (Chair, Woodard Academies Trust)	5	5
Mr G Ogle (F&GP Chair)	5	5
Mrs S Pelham	5	5
Mrs L Trimble	4	5

The audit committee is a sub-committee of the main board of trustees. Its purpose is to oversee audit and risk matters at the trust.

Attendance at audit committee meetings in the year was as follows:

Audit Committee Members	Meetings attended	Out of possible
Ms V Amos (Independent Chair)	4	4
Mr G Ogle	3	4
Mr J Feeney	4	4
Mr A Prince	3	4
Mr N Grimston (Independent member)	4	4

The Education Committee is a sub-committee of the main board of trustees, its purpose is to oversee educational matters of the trust.

Attendance at meetings in the year was as follows:

Education Committee Members	Meetings attended	Out of possible
Mrs M Holman (Chair, Education Committee)	4	5
Mrs P Pritchard (Chair, Woodard Academies Trust)	4	5
The Rev. R Peers (resigned 22 nd October 2019)	0	1
The Rev. A Day	1	2
Mr C Wright (Woodard Corporation Education Officer, Independent member)	4	5
Dr I Bishop (Chair of the Woodard Corporation Education Committee, Independent member – resigned 12 March 2020)	3	3

Review of value for money

As Accounting Officer, the Chief Executive Officer 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 in return for the taxpayer resources received.

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

- continuing to ensure all purchasing is made at the most economic rates
- undertaking specific reviews on cleaning contracts, lettings providers and printing and photocopying contracts
- reviewing, challenging and controlling catering costs across the trust
- reviewing, challenging and controlling the use of interim staff across the trust.

WOODARD ACADEMIES TRUST

GOVERNANCE STATEMENT (CONTINUED)

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Woodard Academies Trust for the period 1st September 2019 to 31st August 2020 and up to the date of approval of the annual report and financial statements.

Capacity to handle risk

The board of trustees has reviewed the key risks to which the 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 ongoing process for identifying, evaluating and managing the trust's significant risks that has been in place for the period 1st September 2019 to 31st August 2020 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the board of trustees.

The risk and control framework

The trust's system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability. In particular, it includes:

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the trust;
- regular reviews by the Finance and General Purposes Committee of reports which detail financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- setting targets to measure financial and other performance;
- clearly defined purchasing guidelines;
- delegation of authority and segregation of duties;
- identification and management of risks.

Following review in 2019/20 the Trust moved to the provision of internal audit through an external provider. Specific areas of review were undertaken by RSM Risk Assurance Services LLP during the year, covering the following areas:

- Curriculum and Financial Planning Processes
- Data Quality – Budget forecasting return

Reports were produced and presented to the Audit Committee on findings from these visits.

Following review and changes to the Financial Reporting Council ethical standards RSM are not permitted to provide Internal Audit services to the Trust in future financial years. The Trust is in the processes of assessing alternative providers.

Governance review

The Chair undertakes skills assessment with trustees and reviews their contribution to ensure the Board continues to possess the right skills and expertise and the Board has self-assessed its effectiveness and is producing an action plan.

WOODARD ACADEMIES TRUST

GOVERNANCE STATEMENT (CONTINUED)

Review of effectiveness

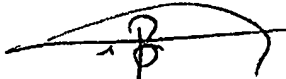
As Accounting Officer, the Chief Executive Officer has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

- the work of the responsible officer reviews;
- the internal audit carried out by an external auditor of the central finance function;
- the work of the external auditor;
- the financial management and governance self-assessment process;
- the work of the senior management team within the trust who have responsibility for the development and maintenance of the internal control framework.

Approved by order of the board of trustees on 15/12/20 and signed on its behalf by:

Tricia Pritchard
Tricia Pritchard (Dec 18, 2020 12:16 GMT)

Mrs P Pritchard
Chair



Mr H Begol
Accounting Officer

WOODARD ACADEMIES TRUST

STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE

As accounting officer of Woodard Academies Trust, I have considered my responsibility to notify the trust board of trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the academy trust, under the funding agreement in place between the trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2019.

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

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



Mr H Begol
Accounting Officer

15/12/20

WOODARD ACADEMIES TRUST

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Company law requires the trustees to prepare financial statements for each financial year. Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 and the Academies Accounts Direction 2019 to 2020;
- make judgements 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; and
- 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 that grants received from ESFA/DfE have been applied for the purposes intended.

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

Approved by order of the members of the Board of Trustees on 15/12/20 and signed on its behalf by:

Tricia Pritchard
Tricia Pritchard (Dec 18, 2020 12:16 GMT)

Mrs P Pritchard
Chair of Trustees

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WOODARD ACADEMIES TRUST

Opinion

We have audited the financial statements of Woodard Academies Trust (the "charitable company") for the year ended 31 August 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, 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, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice), and the Academies: Accounts Direction 2019 to 2020 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions 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 which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic Report, included within the Trustees' Report, have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WOODARD ACADEMIES TRUST (CONTINUED)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' 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 set out on page 23, the trustees are also the directors of the charitable company for the purposes of company law are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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.

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

Use of our report

This report is made solely to the charitable company'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 company'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 company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

RSM UK Audit LLP

Hannah Catchpool (Senior Statutory Auditor)
For and on behalf of RSM UK Audit LLP, Statutory Auditor
Chartered Accountants
25 Farringdon Street
London
EC4A 4AB
United Kingdom
21 December 2020

WOODARD ACADEMIES TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 AUGUST 2020

		Unrestricted Funds	Restricted General Funds	Restricted Fixed Asset Funds	Total 2020	Total 2019
	Notes	£000	£000	£000	£000	£000
Income and endowments from:						
Donations and capital grants	3	40	-	1,099	1,139	1,283
Charitable activities:						
- Funding for educational operations	4	355	34,405	-	34,760	32,532
- Funding for provision for boarding activities	28	91	-	-	91	306
Other trading activities	5	1,281	-	-	1,281	1,537
Investments	6	12	-	-	12	5
Total		<u>1,779</u>	<u>34,405</u>	<u>1,099</u>	<u>37,283</u>	<u>35,663</u>
Expenditure on:						
Raising funds	7	32	-	-	32	42
Charitable activities:						
- Educational operations	8	1,092	35,991	2,591	39,674	38,894
- Provision for boarding activities	28	354	-	-	354	410
Total	7	<u>1,478</u>	<u>35,991</u>	<u>2,591</u>	<u>40,060</u>	<u>39,346</u>
Net income/(expenditure)		301	(1,586)	(1,492)	(2,777)	(3,683)
Transfers between funds	17	-	23	(23)	-	-
Other recognised gains/(losses)						
Actuarial losses on defined benefit pension schemes	24	-	(1,329)	-	(1,329)	(2,759)
Net movement in funds		301	(2,892)	(1,515)	(4,106)	(6,442)
Reconciliation of funds						
Total funds brought forward		<u>784</u>	<u>(9,667)</u>	<u>96,617</u>	<u>87,734</u>	<u>94,176</u>
Total funds carried forward		<u>1,085</u>	<u>(12,559)</u>	<u>95,102</u>	<u>83,628</u>	<u>87,734</u>

WOODARD ACADEMIES TRUST**BALANCE SHEET****AS AT 31 AUGUST 2020**

		2020		2019	
	Notes	£000	£000	£000	£000
Fixed assets					
Tangible assets	13		94,385		96,509
Current assets					
Debtors	14	1,460		1,424	
Cash at bank and in hand		2,767		2,059	
		4,227		3,483	
Current liabilities					
Creditors: amounts falling due within one year	15	(2,413)		(2,591)	
Net current assets			1,814		892
Net assets excluding pension liability			96,199		97,401
Defined benefit pension scheme liability	24		(12,571)		(9,667)
Total net assets			83,628		87,734
Funds of the trust:					
Restricted funds	17				
- Restricted fixed asset funds			95,102		96,617
- Restricted income funds			12		-
- Pension reserve			(12,571)		(9,667)
Total restricted funds			82,543		86,950
Unrestricted income funds	17		1,085		784
Total funds			83,628		87,734

The financial statements on pages 26 to 55 were approved by the board of trustees and authorised for issue on 15/12/20 and are signed on their behalf by:

Tricia Pritchard
Tricia Pritchard (Dec 18, 2020 12:16 GMT)

Mrs P Pritchard
Chair

WOODARD ACADEMIES TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2020

	Notes	2020 £000	2019 £000
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	21	64	(914)
Cash flows from investing activities			
Dividends, interest received and rents from investments		12	5
Capital grants from DfE Group		1,099	1,125
Purchase of tangible fixed assets		(467)	(447)
Net cash provided by investing activities		644	683
Net increase/(decrease) in cash and cash equivalents in the reporting period		708	(231)
Cash and cash equivalents at beginning of the year		2,059	2,290
Cash and cash equivalents at end of the year		2,767	2,059

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2020

1 Accounting policies

General information

Woodard Academies Trust is a Charitable Company. The address of its principal place of business and the nature of its operations are set out in the trustees' report.

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.

Basis of preparation

The financial statements of the trust have been prepared under the historical 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 financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2019 to 2020 issued by ESFA, the Charities Act 2011 and the Companies Act 2006. The trust is a public benefit entity under FRS 102 and has therefore applied the relevant public benefit requirements of FRS 102.

The trust has one subsidiary company, Woodard Academies Trust (Trading) Company Ltd. The trust holds 100% of its ordinary share capital. Whilst the results of the subsidiary are included in these financial statements, group financial statements are not prepared as the balance sheet of the subsidiary is not material to the financial statements. The registered office address of Woodard Academies Trust (Trading) Company Ltd is 1 Adam Street, London, WC2N 6LE.

The financial statements are presented in sterling which is also the functional currency of the trust.

Monetary amounts in these financial statements are rounded to the nearest whole £1,000, except where otherwise indicated.

Going concern

The trustees assess whether the use of going concern is appropriate, ie whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charitable Company 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. The trustees have described their assessment of going concern in their report.

The Trustees are confident that improvements in budgeting and in the quality and speed of financial data ensures that the trust is able to continue to monitor the viability of the trust, and is able to identify and react to the impacts and risks that the Coronavirus has brought to the sector.

As a result of the variations in the reserve levels of our academies the trust has identified the loss of a school as a financial risk to the viability of the trust. Should one of the schools with positive reserve levels be considered for re-brokerage out of the trust this would have significant impact on the trust's net reserve levels. However, this risk has been assessed as low and, as a result, the trustees have 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.

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.

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

1 Accounting policies (Continued)

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 and there is no 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 income is recognised in full in the Statement of Financial Activities in the period for which it is receivable, and any abatement in respect of the period 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.

Sponsorship income

Sponsorship income provided to the trust which amounts to a donation is recognised in the Statement of Financial Activities in the period in which it is receivable (where there are no performance-related conditions), where the receipt is probable and it can be measured reliably.

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 and provision of boarding activities, is recognised at fair value of the consideration received or receivable in the period and to the extent the trust has provided the goods or services.

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.

All resources expended are inclusive of irrecoverable VAT.

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 to further its charitable aims for the benefit of the beneficiaries, including support costs and costs relating to the governance of the trust apportioned to charitable activities.

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

1 Accounting policies (Continued)

Employee benefits

The best estimate of the expenditure required to settle an obligation for termination benefits is recognised immediately as an expense when the Charitable Company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Tangible fixed assets and depreciation

Assets costing £5,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment. Subsequent costs are capitalised only when it is probable that such costs will generate future economic benefits. All other costs of repairs and maintenance are charged to the statement of financial activities as incurred.

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 that require 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.

Depreciation is provided on all tangible fixed assets other than freehold land, so as to write off the cost of assets less their residual values over their useful lives on the following bases:

Freehold and Leasehold Land and Buildings	50 years, or length of the lease
Assets under construction	Not depreciated
Computer Hardware	4 years
Furniture and Equipment	5-25 years
Motor vehicles	4 years

Assets in the course of construction are included at cost less any identified impairment loss. Cost includes professional fees and other directly attributable costs that are necessary to bring the property to its operating condition. Depreciation on these assets is not charged until they are available for 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.

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.

Leased assets

Rentals under operating leases are charged on a straight line basis over the lease term.

Financial instruments

The trust has chosen to adopt Sections 11 and 12 of FRS 102 in full in respect of financial instruments. All financial instruments included in the financial statements are considered basic financial instruments.

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

1 Accounting policies (Continued)

Financial assets and liabilities

Financial assets and financial liabilities are recognised when the trust becomes a party to the contractual provisions of the instrument.

Financial liabilities are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. A financial asset or financial liability that is payable or receivable in one year is measured at the undiscounted amount expected to be received or paid net of impairment, unless it is a financing transaction. If an agreement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

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

Derecognition of financial assets and liabilities

A financial asset is derecognised only when the contractual rights to cash flow expire or are settled, or substantially all the risks and the rewards of ownership are transferred to another party, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

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 chapter 3 part 11 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.

Pensions benefits

Retirement benefits to employees of the trust are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'), which are multi-employer defined benefit schemes, and a money purchase arrangement for employees of the academy trust employed in the central office.

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 projected unit credit method. The TPS is a multi-employer scheme but there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions for both the TPS and the Head Office DC scheme are recognised in the period to which they relate. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

1 Accounting policies (Continued)

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 reporting date. The amounts charged to net income 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.

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 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.

Agency arrangements

The trust acts as an agent in distributing the 16-19 Bursary Funds from the ESFA. Payments received from ESFA and subsequent disbursements to students are excluded from the Statement of Financial Activities as the trust does not have control over the charitable application of the funds. The funds received and paid and any balances held are disclosed in note 27.

2 Critical accounting estimates and areas of judgement

Accounting estimates and judgements 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.

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

2 Critical accounting estimates and areas of judgement (Continued)

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 2019 has been used by the actuary in valuing the pensions liability at 31 August 2020. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

In the trustees' review the useful economic life of leasehold buildings is a critical accounting estimate. The useful economic life has been established on the basis of the valuation reports provided on transfer of the buildings into the trust. The trustees continue to monitor the condition of the buildings in use to ensure that that the remaining useful economic life is appropriate.

3 Donations and capital grants

	Unrestricted funds £000	Restricted funds £000	Total 2020 £000	Total 2019 £000
Capital grants	-	1,099	1,099	1,125
Other donations	40	-	40	158
	<u>40</u>	<u>1,099</u>	<u>1,139</u>	<u>1,283</u>

The income from donations and capital grants was £1,139k (2019: £1,283k) of which £40k was unrestricted (2019: £158k) and £1,099k was restricted fixed assets (2019: £1,125k).

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

4 Funding for the trust's charitable activities

	Unrestricted funds £000	Restricted funds £000	Total 2020 £000	Total 2019 £000
DfE / ESFA grants				
General annual grant (GAG)	-	30,888	30,888	29,029
Other DfE group grants	-	2,069	2,069	2,175
	<u>-</u>	<u>32,957</u>	<u>32,957</u>	<u>31,204</u>
Other government grants				
Local authority grants	-	979	979	601
	<u>-</u>	<u>979</u>	<u>979</u>	<u>601</u>
Exceptional government funding				
Coronavirus job retention scheme grant	27	-	27	-
Other Coronavirus funding	64	-	64	-
	<u>91</u>	<u>-</u>	<u>91</u>	<u>-</u>
Provision for boarding activities income	91	-	91	306
Other incoming resources	264	469	733	727
	<u>355</u>	<u>469</u>	<u>824</u>	<u>1,033</u>
	<u>446</u>	<u>34,405</u>	<u>34,851</u>	<u>32,838</u>

The income from funding for educational operations was £34,760k (2019: £32,532k) of which £355k was unrestricted (2019: £328k) and £34,405k was restricted (2019: £32,204k).

The income from boarding activities was £91k (2019: £306k) of which £91k was unrestricted (2019: £306k) and £nil was restricted (2019: £nil).

The trust has been eligible to claim additional funding in year from government support schemes in response to the coronavirus outbreak. The funding received is shown above under exceptional government funding.

The funding received for coronavirus exceptional support covers additional cleaning and PPE costs incurred by the trust in managing the impact of the Covid-19 pandemic and ensuring the safety of staff and students. These costs are included in the expenditure notes as appropriate.

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

5 Other trading activities

	Unrestricted funds £000	Restricted funds £000	Total 2020 £000	Total 2019 £000
Hire of facilities	206	-	206	117
Catering income	614	-	614	917
Other income	461	-	461	503
	<u>1,281</u>	<u>-</u>	<u>1,281</u>	<u>1,537</u>

The income from other trading activities was £1,281k (2019: £1,537k) of which £1,281k was unrestricted (2019: £1,537k).

6 Investment income

	Unrestricted funds £000	Restricted funds £000	Total 2020 £000	Total 2019 £000
Interest from short term deposits	12	-	12	5
	<u>12</u>	<u>-</u>	<u>12</u>	<u>5</u>

The income from funding for investment income was £12k (2019: £5k) of which £12k was unrestricted (2019: £5k).

7 Expenditure

	Staff costs £000	Non Pay Expenditure Premises £000	Other £000	Total 2020 £000	Total 2019 £000
Expenditure on raising funds					
- Direct costs	32	-	-	32	42
Academy's educational operations					
- Direct costs	21,007	-	2,271	23,278	22,451
- Allocated support costs	8,824	5,612	1,960	16,396	16,443
Provision for boarding activities					
- Direct costs	134	-	2	136	135
- Allocated support costs	155	29	34	218	275
Total costs	<u>30,152</u>	<u>5,641</u>	<u>4,267</u>	<u>40,060</u>	<u>39,346</u>

The expenditure on raising funds was £32k (2019: £42k) of which £32k was unrestricted (2019: £42k).

The expenditure on the trust's educational operations was £39,674k (2019: £38,894k) of which £1,092k (2019: £1,462k) was unrestricted and £2,591k (2019: £2,622k) restricted fixed assets.

The expenditure on the provision for boarding activities was £354k (2019: £410k) of which £354k (2019: £410k) was unrestricted.

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

7 Expenditure (Continued)

Net income/(expenditure) for the year includes:	2020 £000	2019 £000
Operating lease rentals	140	197
Depreciation of tangible fixed assets	2,591	2,622
Net interest on defined benefit pension liability	183	162
Fees payable to RSM UK Audit LLP and its associates in respect of both audit and non-audit services are as follows:		
- Audit	58	78
- Taxation compliance services	3	3
- Internal audit services	-	4
- Other services	11	14

8 Charitable activities

	Unrestricted funds £000	Restricted funds £000	Total 2020 £000	Total 2019 £000
Direct costs				
Educational operations	339	22,939	23,278	22,451
Provision for boarding activities	136	-	136	135
Support costs				
Educational operations	753	15,643	16,396	16,443
Provision for boarding activities	218	-	218	275
	<u>1,446</u>	<u>38,582</u>	<u>40,028</u>	<u>39,304</u>

The total expenditure of £40,028k (2019: £39,304k) on charitable activities comprises £39,674k (2019: £38,894k) on educational operations and £354k (2019: £410k) on the provision for boarding activities. Of the expenditure on educational operations, £1,092k was unrestricted (2019: £1,462k), £34,338k was restricted (2019: £34,810k) and £2,591k was restricted fixed assets (2019: £2,622k).

The expenditure on provision for boarding activities was £354k (2019: £410k) of which £354k was unrestricted (2019: £410k).

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

8 Charitable activities (Continued)

	Boarding £000	Educational operations £000	Total 2020 £000	Total 2019 £000
Analysis of support costs				
Support staff costs	155	8,824	8,979	8,481
Depreciation	-	2,591	2,591	2,622
Technology costs	-	236	236	495
Premises costs	29	3,021	3,050	3,050
Other support costs	34	1,324	1,358	1,628
Governance costs	-	400	400	442
	<u>218</u>	<u>16,396</u>	<u>16,614</u>	<u>16,718</u>

Included within governance costs are legal costs incurred totalling £32k (2019: £55k).

9 Staff

Staff costs

Staff costs during the year were:

	2020 £000	2019 £000
Wages and salaries	21,553	20,972
Social security costs	2,135	2,011
Pension costs	5,916	4,439
Staff costs - employees	<u>29,604</u>	<u>27,422</u>
Agency staff costs	434	550
Staff restructuring costs	114	230
Total staff expenditure	<u>30,152</u>	<u>28,202</u>

Staff restructuring costs comprise:

Redundancy payments	109	209
Severance payments	5	21
	<u>114</u>	<u>230</u>

Included in staff restructuring costs are non-statutory/non-contractual severance payments totalling £5,000 (2019: £nil).

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

9 Staff (Continued)

Staff numbers

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

	2020 Number	2019 Number
Teachers	328	366
Administration and support	439	460
Management	43	29
	<u>810</u>	<u>855</u>

The number of persons employed, expressed as a full time equivalent, was as follows:

	2020 Number	2019 Number
Teachers	306	339
Administration and support	329	283
Management	45	29
	<u>680</u>	<u>651</u>

The numbers disclosed above include changes to classification of staff whereby management now includes all teachers with roles in the extended senior leadership team of each of the academies.

Higher paid staff

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

	2020 Number	2019 Number
£60,001 - £70,000	11	12
£70,001 - £80,000	3	1
£80,001 - £90,000	2	1
£90,001 - £100,000	1	-
£100,001 - £110,000	3	6
£110,001 - £120,000	2	-
£130,001 - £140,000	-	1
	<u></u>	<u></u>

Key management personnel

The key management personnel of the trust comprise the trustees, executive and senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the trust was £1,327,861 (2019: £1,227,879 including NICs).

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

10 Central services

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

Human resources
Financial and company secretarial services
Legal services
Educational support and monitoring services
IT infrastructure and software
Project management services
Governance services

The trust charges for these services by a levy of 5.5% of GAG income.

The amounts charged during the year were as follows:

	2020 £000	2019 £000
Sir Robert Woodard Academy	264	262
The Littlehampton Academy	379	380
St Augustine Academy	169	144
St Peter's Academy	295	285
Kings Priory School	306	306
Polam Hall School	169	163
	<u>1,582</u>	<u>1,540</u>

11 Trustees' remuneration and expenses

No trustees have been paid remuneration or have received other benefits from an employment with the trust.

During the period ended 31 August 2020, travel and subsistence expenses totalling £6,178 were reimbursed or paid directly to 5 trustees (2019: £6,655 to 6 trustees).

Other related party transactions involving the trustees are set out in note 25.

12 Trustees and officers' insurance

The Academy Trust has opted into the Department of Education's Risk Protection Arrangement (RPA), an alternative to insurance where UK government funds cover losses that arise. This scheme protects trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business, and provides cover up to £10,000,000. It is not possible to quantify the trustees and officers indemnity element from the overall cost of the RPA scheme.

In the prior year, the Academy Trust purchased insurance to protect Trustees and Officers. The insurance provided cover up to £1,000,000 on any one claim. The cost for the prior year period ended 31 August 2019 was £5,906 and was included in the total insurance cost.

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

13 Tangible fixed assets

	Freehold and Leasehold construction Land and Buildings	Assets under construction	Computer Hardware	Furniture and Equipment	Motor vehicles	Total
	£000	£000	£000	£000	£000	£000
Cost						
At 1 September 2019	106,034	20	7,025	3,248	146	116,473
Transfer	20	(20)	-	-	-	-
Additions	182	-	161	124	-	467
At 31 August 2020	106,236	-	7,186	3,372	146	116,940
Depreciation						
At 1 September 2019	10,513	-	6,612	2,711	128	19,964
Charge for the year	2,125	-	274	186	6	2,591
At 31 August 2020	12,638	-	6,886	2,897	134	22,555
Net book value						
At 31 August 2020	93,598	-	300	475	12	94,385
At 31 August 2019	95,521	20	413	537	18	96,509

14 Debtors

	2020 £000	2019 £000
Trade debtors	93	287
VAT recoverable	283	299
Other debtors	119	21
Prepayments and accrued income	965	817
	1,460	1,424

15 Creditors: amounts falling due within one year

	2020 £000	2019 £000
Trade creditors	624	611
Other taxation and social security	138	135
Other creditors	206	356
Accruals and deferred income (see note 16)	1,445	1,489
	2,413	2,591

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

16 Deferred income

	2020 £000	2019 £000
Deferred income is included within:		
Creditors due within one year	964	1,065
	<u>964</u>	<u>1,065</u>
Deferred income at 1 September 2019	1,065	559
Released from previous years	(1,065)	(559)
Resources deferred in the year	964	1,065
	<u>964</u>	<u>1,065</u>
Deferred income at 31 August 2020	964	1,065

The deferred income represents pupil premium funding, universal infant free school meals, rates reimbursements, SEN funding and parental contributions for school trips relating to the financial year ending 31 August 2021 received in advance by the academies.

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

17 Funds

	Balance at 1 September 2019 £000	Income £000	Expenditure £000	Gains, losses and transfers £000	Balance at 31 August 2020 £000
Restricted general funds					
General Annual Grant (GAG)	-	30,888	(30,899)	23	12
Other DfE / ESFA grants	-	2,069	(2,069)	-	-
Other government grants	-	979	(979)	-	-
Other restricted funds	-	469	(469)	-	-
Pension reserve	(9,667)	-	(1,575)	(1,329)	(12,571)
	<u>(9,667)</u>	<u>34,405</u>	<u>(35,991)</u>	<u>(1,306)</u>	<u>(12,559)</u>
Restricted fixed asset funds					
Inherited on conversion	17,327	-	(465)	-	16,862
DfE group capital grants	77,984	1,099	(2,091)	(23)	76,969
Private sector capital sponsorship	1,306	-	(35)	-	1,271
	<u>96,617</u>	<u>1,099</u>	<u>(2,591)</u>	<u>(23)</u>	<u>95,102</u>
Total restricted funds	<u>86,950</u>	<u>35,504</u>	<u>(38,582)</u>	<u>(1,329)</u>	<u>82,543</u>
Unrestricted funds					
General funds	873	1,688	(1,124)	-	1,437
Provision for boarding activities	(89)	91	(354)	-	(352)
	<u>784</u>	<u>1,779</u>	<u>(1,478)</u>	<u>-</u>	<u>1,085</u>
Total funds	<u>87,734</u>	<u>37,283</u>	<u>(40,060)</u>	<u>(1,329)</u>	<u>83,628</u>

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

17 Funds (Continued)

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

Restricted funds are applied specifically in accordance with the rules of each grant and support the education provision delivered by the trust.

General Annual Grant (GAG) funds are for the purpose of running the academies in accordance with the Funding Agreement with the Secretary of State and along guidelines as set out in the Academies Financial Handbook. Under the funding agreement with the Secretary of State, the trust was not subject to a limit on the GAG that it could carry forward at 31 August 2020.

Other DfE / ESFA grants funds have arisen from funding received for the furtherance of the trust's activities that are not funded through the General Annual Grant.

Other restricted funds have arisen from non grant related income that the trust has received. The monies have to be used for the benefit of the trust, but there are no restrictions on when these monies can be spent.

The Pension Reserve is the liability that has arisen from the Local Government Pension Scheme. See note 24 for further details on this liability.

The Private Sector Capital Sponsorship fund relates to funds originally received from the Woodard Corporation to purchase capital items.

Restricted fixed asset funds are applied to the maintenance and improvement of the trust's fixed assets. A transfer of £nil was made from unrestricted funds to restricted fixed asset funds to cover capital expenditure on motor vehicles incurred during the year (2019: £24k). In addition, a transfer of £23k was made from restricted fixed asset funds (2019: £750k). This net transfer was comprised of the purchases of fixed assets out of general funds of £(194)k, the use of devolved formula capital grants to purchase non-capitalised assets of £124k and the purchase of non-capitalised fixed assets from school capital allocation grants of £93k.

Unrestricted funds are applied to the general work of the trust to support activities inside and outside the curriculum. A transfer has been made to the restricted general fund from the unrestricted general fund of £nil (2019: £700k) to remove the deficit on restricted funds which represents the balance of unfunded expenditure from the restricted fund in the current year.

The boarding activities within Polam Hall School have now been closed. Costs were high during this period and the fund had a significant deficit arising in the year. After the reporting date, upon closing, a transfer was made from unrestricted funds to eliminate the accumulated deficit.

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

17 Funds (Continued)

Funds prior year

	Balance at 1 September 2018 £000	Income £000	Expenditure £000	Gains, losses and transfers £000	Balance at 31 August 2019 £000
Restricted general funds					
General Annual Grant (GAG)	-	29,029	(30,455)	1,426	-
Other DfE / ESFA grants	-	2,175	(2,175)	-	-
Other government grants	-	601	(601)	-	-
Other restricted funds	-	399	(399)	-	-
Pension reserve	(5,728)	-	(1,180)	(2,759)	(9,667)
	<u>(5,728)</u>	<u>32,204</u>	<u>(34,810)</u>	<u>(1,333)</u>	<u>(9,667)</u>
Restricted fixed asset funds					
Transfer on conversion	17,799	-	(472)	-	17,327
DfE group capital grants	79,699	1,125	(2,114)	(726)	77,984
Private sector capital sponsorship	1,342	-	(36)	-	1,306
	<u>98,840</u>	<u>1,125</u>	<u>(2,622)</u>	<u>(726)</u>	<u>96,617</u>
Total restricted funds	<u>93,112</u>	<u>33,329</u>	<u>(37,432)</u>	<u>(2,059)</u>	<u>86,950</u>
Unrestricted funds					
General funds	1,049	2,028	(1,504)	(700)	873
Provision for boarding activities	15	306	(410)	-	(89)
	<u>1,064</u>	<u>2,334</u>	<u>(1,914)</u>	<u>(700)</u>	<u>784</u>
Total funds	<u>94,176</u>	<u>35,663</u>	<u>(39,346)</u>	<u>(2,759)</u>	<u>87,734</u>

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

17 Funds (Continued)

Total funds analysis by academy

	2020	2019
	£000	£000
Fund balances at 31 August 2020 were allocated as follows:		
Sir Robert Woodard Academy	(358)	(398)
The Littlehampton Academy	1,618	1,433
St Augustine Academy	326	185
St Peter's Academy	660	590
Kings Priory School	(354)	(420)
Polam Hall School	(984)	(782)
Trading company	79	137
Central services	110	39
	<hr/>	<hr/>
Total before fixed assets fund and pension reserve	1,097	784
	<hr/>	<hr/>
Restricted fixed asset fund	95,102	96,617
Pension reserve	(12,571)	(9,667)
	<hr/>	<hr/>
Total funds	83,628	87,734
	<hr/>	<hr/>

The trust notes the deficit budgets held at Sir Robert Woodard Academy of £358k, Kings Priory School of £354k and Polam Hall School of £984k. All academies have produced balanced budgets for 2020/21. The trust's focus within the present funding climate is to manage reserves of the full Trust holistically and ensure robust financial management is embedded within all academies. 3-5% remains the trust's target reserve level, however it is acknowledged that building back to the top-end of this level is a long term objective.

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

17 Funds (Continued)

Total cost analysis by academy

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

	Teaching and educational support staff £000	Other support staff costs £000	Educational supplies £000	Other costs excluding depreciation £000	Total 2020 £000	Total 2019 £000
Sir Robert Woodard Academy	3,782	1,313	268	777	6,140	5,860
The Littlehampton Academy	4,429	2,032	352	921	7,734	7,687
St Augustine Academy	2,511	965	221	507	4,204	3,876
St Peter's Academy	3,248	1,689	266	1,079	6,282	6,122
Kings Priory School	4,563	1,227	487	866	7,143	6,879
Polam Hall School	2,608	1,010	218	482	4,318	4,463
Central services	-	721	272	510	1,503	1,817
	<u>21,141</u>	<u>8,957</u>	<u>2,084</u>	<u>5,142</u>	<u>37,324</u>	<u>36,704</u>

18 Analysis of net assets between funds

	Unrestricted Funds £000	Restricted General Funds £000	Restricted Fixed Asset Funds £000	Total Funds £000
Fund balances at 31 August 2020 are represented by:				
Tangible fixed assets	-	-	94,385	94,385
Current assets	1,085	2,425	717	4,227
Creditors falling due within one year	-	(2,413)	-	(2,413)
Defined benefit pension liability	-	(12,571)	-	(12,571)
Total net assets	<u>1,085</u>	<u>(12,559)</u>	<u>95,102</u>	<u>83,628</u>

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

18 Analysis of net assets between funds (Continued)

	Unrestricted Funds £000	Restricted funds: General £000	Fixed asset £000	Total Funds £000
Fund balances at 31 August 2019 are represented by:				
Tangible fixed assets	-	-	96,509	96,509
Current assets	784	2,591	108	3,483
Creditors falling due within one year	-	(2,591)	-	(2,591)
Defined benefit pension liability	-	(9,667)	-	(9,667)
Total net assets	784	(9,667)	96,617	87,734

19 Capital commitments

	2020 £000	2019 £000
Expenditure contracted for but not provided in the financial statements	-	31

20 Commitments under operating leases

At 31 August 2020 the total of the trust's future minimum lease payments under non-cancellable operating leases was:

	2020 £000	2019 £000
Amounts due within one year	114	91
Amounts due between one and five years	121	181
	235	272

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

21 Reconciliation of net expenditure to net cash flow from operating activities

	2020 £000	2019 £000
Net expenditure for the reporting period (as per the statement of financial activities)	(2,777)	(3,683)
Adjusted for:		
Capital grants from DfE and other capital income	(1,099)	(1,125)
Interest receivable	(12)	(5)
Defined benefit pension scheme costs less contributions payable	1,392	1,018
Defined benefit pension scheme finance cost	183	162
Depreciation of tangible fixed assets	2,591	2,622
Movements in working capital:		
(Increase)/decrease in debtors	(36)	735
(Decrease) in creditors	(178)	(638)
Net cash provided by/(used in) operating activities	64	(914)

22 Analysis of changes in net funds

	1 September 2019 £000	Cash flows £000	31 August 2020 £000
Cash	2,059	708	2,767

24 Members' liability

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

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

24 Pension and similar obligations

The Academy Trust's employees belong to three principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; the Local Government Pension Scheme (LGPS) for non-teaching staff; and a money purchase arrangement for employees of the trust employed in the central office.

The latest actuarial valuation of the TPS related to the period ended 31 March 2016 and of the LGPS 31 March 2019.

Contributions amounting to £50k were payable to the schemes at the reporting date (2019: £30k) and are included within other creditors.

Central office money purchase scheme

Trust employees employed in the central office are offered a non contributory scheme administered by Royal London and contributes to individual other schemes. The trust contributed 8% of gross salary per year for all central employees. During the year £47k (2019: £51k) was contributed by the trust to the scheme.

From 1 September 2020 permanent staff employed in the central office have been offered admittance to the Local Government Pension Scheme.

Teachers' Pension Scheme

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions 2014.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis - these contributions along with those made by employers are credited to the Exchequer.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 except it has been prepared following the Government's decision to pause the operation of the cost control mechanisms at the time when legal challenges were still pending.

The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- Total scheme liabilities for service (pensions currently payable and the estimated cost of future benefits) of £218 billion
- Value of notional assets (estimated future contributions together with the proceeds from the notional investments held at the valuation date) of £196 billion
- Notional past service deficit of £22 billion
- Discount rate is 2.4% in excess of CPI

As a result of the valuation, new employer contribution rates were set at 23.68% (including a 0.08% administration levy) of pensionable pay from September 2019 onwards (compared to 16.48% during 2019/20).

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

24 Pension and similar obligations (Continued)

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

The employer's pension costs paid to the TPS in the period amounted to £3,258k (2019: £2,078k).

The TPS is a multi-employer pension plan and there is insufficient information to account for the scheme as a defined benefit plan so it is accounted for as a defined contribution plan.

Local Government Pension Scheme

The LGPS is a funded defined benefit scheme, with the assets held in separate trustee-administered funds. The total contributions are as noted below. The agreed contribution rates for future years for employees are 5.50% to 12.5%. The agreed contribution rates for future years for employers are as follows:

West Sussex County Council Scheme (20.8%- 21.5%) - Sir Robert Woodard Academy and The Littlehampton Academy
Kent County Council Scheme (20.0%-22.5%) - Saint Augustine Academy
Stoke City County Council Scheme (25.2%-27.2%) - Saint Peter's Academy
South Tyneside Council Scheme (19.9%) - Kings Priory School
Durham County Council Scheme (19.2%) - Polam Hall School

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

The current valuation reflects the implications of the McCloud judgement. A past service cost of £54,000 (2019: £184,000) has been recognised in the year as a result of this.

The assumption for increases on GMP is that full pension increases on the GMP element of a member's pension are paid for by the Fund and therefore the Academy Trust does not expect the liabilities in the scheme to be affected by the outcome of the indexation and equalisation of GMP in public service pension scheme consultation. The Lloyds ruling does not currently affect the LGPS and so the Academy Trust does not believe any further adjustment is required.

Total contributions made	2020 £000	2019 £000
Employer's contributions	1,219	1,117
Employees' contributions	346	327
Total contributions	1,565	1,444

Principal actuarial assumptions

The following information is based upon a full actuarial valuation of the fund at 31 March 2019 updated to 31 August 2020 by a qualified independent actuary.

	2020 %	2019 %
Rate of increase in salaries	2.6% - 3.7%	2.7% - 3.8%
Rate of increase for pensions in payment/inflation	2.2% - 2.3%	2.0% - 2.3%
Discount rate for scheme liabilities	1.6% - 1.7%	1.8% - 1.9%

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

24 Pension and similar obligations (Continued)

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

	2020 Years	2019 Years
Retiring today		
- Males	21.2 - 22.2	21.1 - 22.2
- Females	23.6 - 25.0	23.0 - 24.0
Retiring in 20 years		
- Males	22.1 - 23.5	22.2 - 25.1
- Females	25.0 - 26.8	24.8 - 26.9

The trust's share of the assets in the scheme

	2020 Fair value £000	2019 Fair value £000
Equities	14,998	13,049
Bonds	7,531	6,942
Property	2,027	1,906
Cash	1,125	935
Other	236	-
Total fair value of assets	25,917	22,832

The actual return on scheme assets was £1,946k (2019: £1,569k).

Amount recognised in the Statement of Financial Activities

	2020 £000	2019 £000
Current service cost	2,557	1,951
Net interest cost	183	162
Past service cost	54	184
Total operating charge	2,794	2,297

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

24 Pension and similar obligations (Continued)

Changes in the present value of defined benefit obligations	2020 £000
At 1 September 2019	32,499
Current service cost	2,557
Interest cost	622
Employee contributions	346
Actuarial loss	2,836
Benefits paid	(426)
Past service cost	54
At 31 August 2020	38,488

Changes in the fair value of the trust's share of scheme assets	2020 £000
At 1 September 2019	22,832
Interest income	439
Return on plan assets (excluding net interest on the net defined pension liability)	1,507
Employer contributions	1,219
Employee contributions	346
Benefits paid	(426)
At 31 August 2020	25,917

On review of the actuary's report for Sir Robert Woodard Academy and The Littlehampton Academy, it was noted that the reports for the year ended 31 August 2019 understated benefits paid by a total of £47k and £68k, respectively. Therefore, the gross scheme assets and liabilities as at 31 August 2019 were both overstated by £115k. The net reported scheme liabilities are not affected. This error is not material in the view of the Trustees and as such as been recognised in the current year disclosure above.

25 Related party transactions

During the year ended 31 August 2020 £nil (2019: £114,000) was received from the principal sponsor, Woodard Corporation, in respect of donations. As at 31 August 2020, £nil was owed to the trust (2019: £114,000).

During the year the trust charged £54,936 (2019: £42,451) of employee and other costs to and received distributions of £138,000 (2019: £107,000) from Woodard Academies Trust (Trading) Company Limited (WATTCL), a subsidiary of the trust. At the reporting date amounts payable by the trust to WATTCL totalled £6,138 (2019: £nil) and amounts receivable from WATTCL totalled £90,662 (2019: £56,080).

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

26 Ultimate holding company

The Woodard Corporation (incorporated in England and Wales, company no. 4659710 and registered charity no.1096270), whose principal purpose is to act as a holding company for independent schools and academies, exerts a dominant influence over the trust as the Memorandum and Articles of the trust allow The Woodard Corporation to appoint and remove the majority of the trustees (the 'sponsor directors') and the two companies work closely together. The Woodard Corporation is the smallest and largest group undertaking that consolidates the results of the Woodard Academies Trust into its consolidated financial statements. The accounts of the Woodard Corporation can be obtained from Woodard Schools, High Street, Abbots Bromley, Rugeley, Staffs, WS15 3BW.

27 Agency arrangements

The trust administers the disbursement of 16-19 Bursary Funds on behalf of the ESFA. In the year it received £42k (2019: £30k) and disbursed £26k in cash (2019: £25k) and £16k in equipment provided to pupils (2019: £nil) with an amount of £5k (2019: £5k) due for payment at 31 August 2020 included in other creditors.

WOODARD ACADEMIES TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

28 Provision for boarding activities trading account

	2020		2019	
	£000	£000	£000	£000
Direct income				
Fee income		91		306
Direct costs				
Direct staff costs	134		128	
Educational supplies and services	2		7	
	<u>136</u>		<u>135</u>	
Other costs				
Support staff costs	155		178	
Maintenance of premises and equipment	6		2	
Energy costs	18		12	
Rent and rates	5		19	
Insurance	-		1	
Catering	34		49	
Other support costs	-		13	
Share of governance costs	-		1	
	<u>218</u>		<u>275</u>	
Total operating costs		(354)		(410)
Deficit from provision for boarding activities		(263)		(104)
Provision for boarding activities balances at 1 September 2019		(89)		15
Provision for boarding activities balances at 31 August 2020		<u>(352)</u>		<u>(89)</u>