

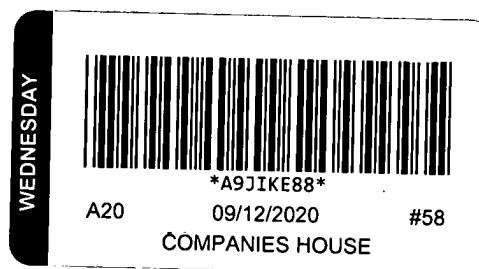
Registrar's Copy

Company Registration Number: 07348116 (England & Wales)

**Highsted Academy Trust**  
(A company limited by guarantee)

**Annual report and financial statements**

**For the year ended 31 August 2020**



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**Highsted Academy Trust**  
**(A company limited by guarantee)**

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**Reference and Administrative Details**  
**For the Year Ended 31 August 2020**

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<b>Members</b>	Mr. N.S. Hancock Ms. D. Hunter (resigned 19 May 2020) Major. R.T. Jepson Mr. P. Statham
<b>Trustees</b>	Mr. P. Statham, Chair of Trustees <sup>1</sup> Mr. N.S. Hancock, Chair of Finance & Resources <sup>1</sup> Major. R.T. Jepson <sup>1</sup> Miss. A. Kelly, Headteacher and Accounting Officer <sup>1</sup> Hon. Ald. G. Lewin <sup>1</sup> Mrs. S. R. Drury Mr. S. Hatch (resigned 29 September 2020) Mrs D. Adeyinka <sup>1</sup> Miss L. Umbers Miss M. Black (appointed 1 September 2019) Mr. T. Barker (appointed 11 December 2019) Mr. N. Sabouni <sup>1</sup> (appointed 1 November 2019)  <sup>1</sup> members of the Finance & Resources Committee
<b>Company registered number</b>	07348116
<b>Company name</b>	Highsted Academy Trust
<b>Principal and registered office</b>	Highsted Road Sittingbourne Kent ME10 4PT
<b>Company secretary</b>	Mr M.H.C. Hydes
<b>Senior leadership team</b>	Miss. A. Kelly, Headteacher Mr. G. Ford, Deputy Headteacher Miss. S. Appleton, Assistant Headteacher Ms. F. Tiernan-Powell, Assistant Headteacher Mrs. L. Allen Assistant Headteacher Mr. A. Holmes Assistant Headteacher Mr. H. Robinson FCA, Chief Financial Officer
<b>Independent auditors</b>	UHY Kent LLP t/a UHY Hacker Young Chartered Accountants Statutory Auditors Thames House Roman Square Sittingbourne Kent ME10 4BJ
<b>Bankers</b>	Lloyds Bank plc Sittingbourne Kent ME10 4BD
<b>Solicitors</b>	Jarmans Solicitors Bell House Bell Road Sittingbourne Kent ME10 4DH

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**Trustees' Report**  
**For the Year Ended 31 August 2020**

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The trustees present their annual report together with the financial statements and auditor's report of the academy trust for the year ended 31 August 2020. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

The academy trust operates an academy for pupils aged 11 to 18. It has a pupil capacity of 840 and had a roll of 858 in the school census on October 2019.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Constitution**

The academy trust was incorporated on 17 August 2010 as a company limited by guarantee and an exempt charity. The memorandum and articles of association are the primary governing documents of the academy trust.

In addition to acting as trustees for the charitable activities of Highsted Academy Trust the trustees are also the directors of the academy trust for the purposes of company law. The academy trust operates under the name of Highsted Grammar School.

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

**Members' Liability**

Each member of the academy trust undertakes to contribute to the assets of the academy trust 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 Academy maintains trustees, governors' and officers' liability insurance which gives appropriate cover for any legal action brought against its governors or officers. The Academy has also granted indemnities to each of its trustees and other officers to the extent permitted by law. Qualifying third party indemnity provisions (as defined by section 234 of the Companies Act 2006) were in force during the period and remain in force, in relation to certain losses and liabilities which the trustees or other officers may incur to third parties in the course of acting as trustees or officers of the academy trust.

Details of the insurance cover are provided in note 13 to the financial statements.

**Method of recruitment and appointment or election of trustees**

The number of trustees shall be not less than three but, (unless otherwise determined by ordinary resolution) shall not be subject to any maximum. In addition to any other governors that the members may choose to appoint, the governors should include a minimum of two parent governors and the Headteacher.

The members may appoint up to ten trustees save that there shall be no more than three employees of the Academy Trust, including the Headteacher, appointed as trustees. The parent trustees shall be elected by the parents of registered pupils at the Academy. A parent trustee must be a parent of a pupil at the Academy at the time he or she is elected.

A trustees' term of office is four years (excluding the Headteacher) but a trustee is eligible for re-election at the meeting at which they retire.

The trustees shall each school year, at their first meeting in that year, elect a chairman and a vice-chairman from among their number. A trustee who is employed by the Academy Trust shall not be eligible for election as chairman or vice-chairman.

The trustees who were in office at 31 August 2020 and served throughout the year, except where shown, are listed on page 1.

**Policies and procedures adopted for the induction and training of trustees**

During the year under review the governors held four full trustees' meetings and four trustees' committee meetings. The training and induction provided for new trustees depends on their existing experience and, in accordance with identified need, includes training on charity and educational legal and financial matters. All new trustees are given a tour of the Academy and the chance to meet with staff and students. All trustees are provided with copies of policies, procedures, minutes, accounts, budgets, plans and other documents that they will need to undertake their role as trustees. As there are normally only one or two new governors a year, induction is undertaken informally by existing trustees and the Senior Leadership Group, and is tailored specifically to the individual. Where specific training needs are identified or requested by governors (for example, the recruitment and appointment of a new Headteacher), bespoke professional consultancy is engaged.

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**Highsted Academy Trust**  
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**Trustees' Report**  
**For the Year Ended 31 August 2020**

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**Organisational structure**

From the outset a unified management structure was introduced to ensure the effective and efficient running of the Academy. This structure is reviewed annually and routinely each time a vacancy occurs through promotion or resignation. It has been modified over time and throughout the year under review consists of four levels: the members, the governors, the Senior Leadership Team and the Middle Leadership Team. The aim of the management structure is to devolve responsibility and accountability, thereby encouraging involvement in decision making at all levels.

The members are responsible for administering the Academy Trust and ultimately for managing the business of the Academy and exercising all the powers of the Academy. They have the power to expend the funds of the Academy in such manner as they shall consider most beneficial for the achievement of the Academy's objectives, and to enter into contracts on behalf of the Academy.

The trustees are responsible for setting general policy, adopting an annual plan and budget, monitoring the Academy by the use of budgets and making major decisions about the strategic direction of the Academy, capital expenditure and most senior staff appointments, in consultation with the Headteacher and specialist external advisers.

The Senior Leadership Team for 2019/2020 was led by the Headteacher and comprised of one Deputy Headteacher, four Assistant Headteachers and a Chief Financial Officer. These senior leaders managed the Academy at an executive level implementing the policies agreed by the members and trustees and reporting back to them on progress. The Headteacher and other key senior leaders are responsible for the authorisation of spending within agreed budgets and the appointment of staff, though appointment panels for posts in the Senior Leadership Team are always led by trustees. Some spending control is devolved to members of the Middle Leadership Team, with limits above which a Senior Manager must countersign.

The wider leadership team includes the Senior Leadership Team, Subject Leaders and Heads of House. These middle leaders are responsible for the day-to-day operation of the Academy, in particular by organising and managing the teaching and support staff, facilities and students.

**Arrangements for setting pay and remuneration of key management personnel**

The key management personnel of the academy trust comprise of the trustees and senior leadership team as disclosed on page 1.

The remuneration policy, setting the terms and conditions for the key management personnel, was developed and approved by the board of trustees, after taking advice from the Headteacher and following guidance from the relevant professional pay review bodies. The Headteacher is not involved in setting her own remuneration package.

Only staff trustees, including the Headteacher, are remunerated, and these individuals only receive remuneration in respect of services they provide under their contracts of employment, and not in respect of their role as trustees. Specific disclosures concerning staff trustees' remuneration is included in note 12.

The day to day running of the remuneration policy is delegated to the Headteacher and monitored by the Finance and Resources Committee. All details for setting the pay and remuneration of key management personnel are set out in the Pay Policy and Appraisal Policy which are reviewed annually by the board of trustees.

Remuneration of key management personnel is set at an individual level, and the Chair of Governors has taken external professional advice which includes benchmarking when determining the remuneration of the senior leadership team so that it is robustly based on evidence. Senior management salaries are linked to performance outcomes and other factors such as length of service and experience. Total remuneration packages include employer pension contribution rates at specific approved rates.

The board are mindful of the charitable status of the academy trust and recognise that the trust receives funding under a funding agreement with the Secretary of State for Education, therefore ensuring that the remuneration paid to senior management personnel never exceeds a reasonable amount in order to provide value for money to the trust. The performance of senior management personnel is reviewed on a regular basis to ensure continuing value for money.

Total remuneration paid to senior management personnel is set out in note 11d.

**Risk Management**

The trustees have assessed the major risks to which the Academy is exposed, in particular those relating to the specific teaching, provision of facilities and other operational areas of the Academy, and its finances. The trustees have implemented a number of systems to assess risks that the school faces, especially in the operational area (e.g. in relation to teaching, health and safety, bullying, educational visits, a pandemic (Covid-19) and in relation to the control of finance). They have introduced systems, including rigorous safeguarding procedures (e.g. vetting of new staff and visitors, supervision of school grounds) and internal financial controls (see below) in order to minimise risk. Where significant financial risk still remains they have ensured they have adequate insurance cover. The Academy has an effective system of internal financial controls and this is explained in the Governance Statement section of this Annual Report.

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**Highsted Academy Trust**  
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**Trustees' Report**  
**For the Year Ended 31 August 2020**

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**Connected organisations, including related parties**

The Highsted Grammar School – School Fund, is a separately registered charity, registration number 1099528. The Headteacher, one deputy Headteacher, three Assistant Headteachers are all trustees of this charity.

There is also a Parent-Teacher Association, the Highsted School Association, established as a separately registered charity, registration number 1013822.

The school routinely engages in a partnership for post-16 educational provision with two local schools: Borden Grammar School and Fulston Manor School.

The Headteacher is treasurer of the Kent and Medway Grammar School Association (KMGSA) which was established as a separate registered charity. In collaboration with two other trustees, the Headteacher manages this account on behalf of the association.

**OBJECTIVES AND ACTIVITIES**

**Objects and Aims**

The principal objects and activity of the academy trust is the operation of Highsted Grammar School to provide an appropriate education and enrichment provision for students of selective ability between the ages of 11 and 18. The Academy additionally aims to share its recreation and leisure facilities within the local community. In setting the objectives and planning the activities the trustees have given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary public benefit guidance on advancing education.

**Objectives, strategies and activities**

The main objectives of the Academy during the year ended 31 August 2020 are summarised below:

- to deliver an outstanding quality of education and care to all students within the Academy;
- to maintain and develop close links with local primary schools, providing a programme of enrichment activities for children in years 5 & 6 in support of secondary school transition;
- to raise further standards and achievement;
- to improve the effectiveness of the Academy by keeping the curriculum and organisational structure under continual review;
- to provide value for money for the funds expended;
- to comply with all appropriate statutory and curriculum requirements;
- to maintain close links with higher education, business and the local community; and
- to conduct the Academy's business in accordance with the highest standards of integrity, probity and openness.

The Academy's main strategy is encompassed in its vision statement, which is 'to seek, to learn, today ... to shape, to lead, tomorrow'.

The school produces an annual School Improvement Plan, which details how it intends to achieve the aims and objectives for the year. Priorities for the year to 31 August 2020 included:

- Embedding outstanding learning across the curriculum;
- Ensuring that every pupil reaches their full potential and feels safe and happy;
- Embedding accurate assessment practice within each Key Stage;
- Enhancing our reputation in the community and supporting local primary feeder schools;
- Embedding quality leadership: role-modelling excellence and professional accountability; improving teams;
- The development of the social, moral, spiritual, cultural education, promoting Character Education as encapsulated by the Highsted Virtues; developing growth mindsets in response to the RSE curriculum;
- Promoting the learning community: preparations for curriculum change; and
- post-16 recruitment and retention: raising aspirations.

Additionally, in line with the asset management plan, the school is able to report ongoing site improvements to maintain and develop the quality of the learning environment. Significant works to the Learning Resources Centre situated at the heart of the school has provided a positive independent learning environment for all students to access and benefit from. Essential up-grading of the projector and computers in learning spaces has ensured technological efficiency to enhance class-based and remote learning. The acquisition of a new photocopier has enabled the school to increase its capacity to produce appropriate teaching and learning resources in order to meet the aims and objectives of the school. Priorities for internal refurbishment and redecoration have continued on schedule throughout the year incorporating a carpet refresh of the Hi-pod the Learning Resources Centre and classrooms in the main school block.

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**Highsted Academy Trust**  
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**Trustees' Report**  
**For the Year Ended 31 August 2020**

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**Public benefit**

Highsted Grammar School is a state funded grammar school and strives to promote and support the advancement of education within the Swale area. The school provides an extensive programme of educational and recreational activity - all designed to contribute to the overall education of our students in areas which cover outstanding academic achievement and enrichment through music, the arts and sport. We continue to uphold a strong commitment to our Fair Access Plan (FAP) which seeks to raise aspiration and support for disadvantaged girls and boys in the Swale community.

The vast majority of students from the school enter university and many will seek careers in professions where they are likely to become influential leaders. Our aim is not only to foster academic excellence, but also to broaden horizons, raise aspirations and challenge our students to become responsible and caring global citizens.

Wherever possible the school also aims to contribute to the benefit of the wider public, through the provision of incidental educational and other activities. Over the year contributions that benefit the wider community included the following provisions and activities:

- availability of the school facilities for community use, including the Sittingbourne Orpheus Choral Society – around 100 members, local fitness clubs and Arts & Culture seminars, Sittingbourne and Milton Swimming Club Annual Awards Ceremony and Sittingbourne Striders Annual Road race;
- availability of the school facilities to hold the Friends of Wisdom Hospice 'Lights for Love' ceremony – with participation from the Highsted choir;
- Aim High Club, two meetings weekly for more than 120 primary aged children throughout the year, raising aspirations and supporting transition from primary to secondary school;
- Year 5 Saturday Activity Day, 'Highsted Explores the Endless Ocean' taster day for around 130 girls in the local community and 'Mad Science Saturday' for widening participation within the Swale community;
- around £2,608.73 raised from September through to March (school closed due to Covid – 19 lockdown restrictions) by students for local, national and international charities, including: The Friends of the Wisdom Hospice, Breast Cancer Awareness, WWF, Marie Curie, New Leaf, Buttercup and the Orangutan Foundation. The school once again has shown its commitment to supporting Holocaust Memorial Day in addition to concerts performed by Highsted choirs for social enterprises in the community;
- staff outreach work with primary and secondary schools to support, promote and encourage interest and achievement in science and coding; musical Junk Percussion, Trash Art competition and Maths development;
- elected representation on the Swale Youth Forum and the Kent Youth County Council;
- extensive involvement and support for school sporting activities including regular fixtures in different sports, success at a regional level for the under-14s and under-16s football teams in the Kent Schools Cup finals as well as in Kent Netball and individual wins across several events in the Kent Schools Track and Field Championships;
- a partner in the Swale Teaching Alliance, provision of initial teacher training through the Schools Direct Programme and postgraduate teaching placements as well as engaging with TKAT;
- a partner in the South East Science Learning Partnership, leading on training development for teachers and technician support within science;
- Key lead with Rainham Mark Grammar School in planning, developing and hosting a Kent wide Careers Fair for over 1500 young people aged 14-16

**Equal opportunities**

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

**Disabled persons**

Lifts, ramps and inclusive accessible toilets are installed and door widths are adequate to enable wheelchair access to the main teaching block. New buildings constructed since 2008 are fully compliant with all access legislation. Major repairs and ongoing refurbishment of existing buildings is designed to comply with access legislation, wherever possible. The policy of the Academy is to support recruitment and retention of students and employees with disabilities. The Academy does this by adapting the physical environment, by making support resources available and through training and career development.

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**Highested Academy Trust**  
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**Trustees' Report**  
**For the Year Ended 31 August 2020**

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**STRATEGIC REVIEW**

**Achievement and performance**

Performance in the summer 2020 centre assessed grades at both GCSE and A-level was strong and many performance measures matched or exceeded the best ever achievement for the school.

Once again, at GCSE the overwhelming majority of students gained at least five grade 4 – 9, with 97% of students achieving a standard pass in both English and mathematics (grade 4 or above) and 70% of students securing a good pass (grade 5 or above). Across the total cohort the value added measures testify the whole school improvement whereby progress in English was +0.9; in Maths +0.72; in EBacc +1.13 and for all other subjects studied the measure was equally positive at +1.1. The total number of grades 9/8/7 was 57.28%. The Attainment 8 score for 2020 was 69.02; the Progress 8 score for the school was +0.99.

At A-level, the school secured 81.02% A\*-B grades; 51.38% A\*/A grades and 21.33% A\* grades – all measures determine the strongest A level performance to date.

The impact on achievement by students for whom the pupil premium provided support reflects that the school is committed to closing the achievement gap for these learners. The Progress 8 score for disadvantaged overall was +0.47 (+0.47 in 2019) comprising of +0.9 for English (+0.7 in 2019) +0.29 (-0.09 in 2018) for Maths, +1.1 for the Ebacc measure (+0.77 2019). The Attainment 8 score for disadvantaged was 62.88 (62.17 2019).

To ensure that standards are continually raised the Academy operates a systematic programme of lesson observations and work scrutiny involving senior and middle leaders; engages in discussions with students to establish student voice; engages in regular work scrutiny and acts on the advice given by whole school and externally validated subject inspections. The Academy also undertakes a comparison of results from entry to GCSE and from GCSE to A-level in order to support the school's own self-evaluation and thereby sustain school improvement.

For many years Highested Grammar School has worked in partnership with two other local schools in order to offer a wide and flexible curriculum post-16. The three schools enjoy joint curriculum planning, mutual staff development and the sharing of resources with the primary aim of driving up standards. The partnership also works collaboratively with other members of the Swale Teaching Alliance to support new entrants to the profession through the graduate teacher programme and PGCE.

**Going concern**

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

**Key financial performance indicators**

To secure sufficient funding to retain the breadth of curriculum offered, the school has successfully achieved its aim of ensuring all year groups of compulsory schooling are recruited to at least the planned admission number; an additional form of entry above the PAN was accepted in to the school in September 2019 due to increased demand from local girls with a selective assessment.

To compensate for loss of formula/transitional protection funding (currently 15.6% of post-16 budget) it is necessary to recruit or retain the post-16 cohort at 90%+ of the school's published admission number.

Revenue budgets have been managed to secure general financial stability by ensuring an in-year surplus of income over expenditure and keeping salary costs (including agency staff) within desired levels:

	2020	2019
Salary costs as % of total expenditure <sup>1</sup>	83.5	79.5
Salary costs <sup>1</sup> as % of revenue income	79.5	77.4
Salary costs <sup>1</sup> as % of total income	78.9	75.5
<sup>1</sup> FRS 102 LGPS defined benefit costs of £115k are excluded from both salary costs and total expenditure since these are a non-cash accounting adjustment for the purposes of the statutory accounts.		

Ratio of staff costs have been monitored and benchmarked against similar schools both locally and nationally to secure best value whilst maintaining academic and pastoral standards.



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**Highsted Academy Trust**  
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**Trustees' Report**  
**For the Year Ended 31 August 2020**

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**Financial review**

Most of the academy trust's recurrent income is obtained from the ESFA in the form of grants, the use of which is restricted to particular purposes. The grants received from the ESFA during the year ended 31 August 2020 and the associated expenditure are shown as restricted funds in the Statement of Financial Activities ("SoFA"). Core grant income has been supplemented by capital funding, and also other income such as donations and hire of the facilities.

Total income for the year was £4.25m up from £4.04m in the previous year. This increase is largely attributable to

- a rise £113k in core General Annual Grant funding with funding for 2019-20 based on 637 pupils compared to 615 for 2018-19; and
- the new Teachers' Pension Employer Contribution Grant introduced to cover the cost of the increase in the employer contribution rate of the Teachers' Pension Scheme (TPS) from 16.4% to 23.6%, from September 2019. This is included within other DfE/ESFA funding. There has also been an increase in the Teachers' Pay Grant allocations for 2019/20 within this category.

Incoming resources for the year have not been sufficient to cover total resources expended of £4.47m, resulting in net expenditure for the year of £220k (2019: £181k), as shown on the Statement of Financial Activities ("SoFA"). The overall net movement in funds, after actuarial movements on the Local Government defined benefit pension scheme ("LGPS"), was a reduction of £352k (2019: £349k). It is important to note that this overall movement in funds does not reflect the meaningful operational result and includes movements that do not relate to day-to-day running of the academy.

To reach the result for the year from revenue income funds it is necessary to add back movements on tangible fixed assets and the LGPS defined benefit pension liability. The table below reconciles from the SoFA and shows the increase in revenue funds for the year of £88k (2019: £27k). The trust's operational surplus on revenue funds prior to revenue to capital transfers is also shown:

	2020 (£000s)	2019 (£000s)
Overall net movement in funds for the year per SoFA	(352)	(348)
Add:		
Decrease attributable to fixed asset fund	193	108
LGPS actuarial loss	132	168
LGPS service and interest costs	115	99
<b>Increase in revenue funds during the year</b>	<b>88</b>	<b>27</b>
Add: Transfers from revenue to capital to fund fixed asset additions	91	80
<b>Operational surplus on revenue funds before transfers to capital</b>	<b>179</b>	<b>107</b>

At 31 August 2020, the net book value of fixed assets was £10.8m and movements in tangible fixed assets are shown in note 14 to the financial statements. During the year the assets were used almost exclusively for providing education and the associated support services to the pupils of the academy, the only exceptions to this being limited letting of the premises to local community groups.

**Financial position**

The academy trust held fund balances at 31 August 2020 of £12.9m (2019: £13.2m). These funds comprise restricted fixed asset funds of £10.8m, restricted revenue funds of £2.1m, unrestricted revenue funds of £1.1m, plus a pension fund showing a deficit of £1.1m. This deficit does not mean that an immediate liability crystallises, and since it is an accounting deficit it has no direct impact on the employer contribution rate paid by the school, which is determined using longer-term funding assumptions.

**Reserves policy**

The members and trustees review the reserve levels of the Academy annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of the reserves. The members and trustees have determined that the permitted level of free reserves for recurrent costs should be maintained in order to provide sufficient working capital to cover delays between spending and receipt of grants, and to provide a cushion to deal with unexpected emergencies such as urgent maintenance. In addition the members and trustees have set aside reserves to cover the ongoing programme of capital investment in buildings' renewal/refurbishment and improvement to curriculum facilities. A proportion of the reserves will contribute to further improvements to the facilities in the main school block in order to address health and safety issues potentially compromised by equipment that requires modernisation and a lack of classroom space; this would enhance the specialist teaching facilities for science. Plans are fully underway for the construction of a four court sports hall which will not only serve to address important health and well-being for students as part of their planned curriculum, but will endeavor to provide a suitable space to support the wider community engagement.

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**Highsted Academy Trust**  
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**Trustees' Report**  
**For the Year Ended 31 August 2020**

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**Financial and risk management objectives and policies, including principal risks and uncertainties**

The academy trust uses various financial instruments including cash and various items such as trade debtors and trade creditors that arise directly from its operations. The main purpose of these financial instruments is to raise finance for the academy trust's operations. The existence of these financial instruments exposes the academy trust to a number of financial risks which are described in more detail below. The main risks arising from the Trust's financial instruments are liquidity risk and cash flow interest rate risk.

- *Liquidity risk* – the Trust manages its cash resources, including sufficient working capital, so that all its operating needs are met without the need for short-term borrowing. Surplus cash is invested so as to maximise interest income.
- *Interest rate risk* – the Trust earns interest on cash deposits and with interest rates currently low, the directors take appropriate action to ensure they maximise the income from these deposits.
- *Credit risk* – this is managed through regular contact with funders. Liquidity and cash flow risks are managed through the appropriate and carefully managed use of financial instruments with our principal bankers.

**FUNDRAISING**

Currently, the Academy is not involved in fundraising on behalf of the Trust.

**PLANS FOR FUTURE PERIODS**

The Academy will continue striving to improve the performance of its students at all levels and will maintain its efforts to ensure that students are appropriately placed in higher education or employment with training when they leave the school. Strategic priorities identified within the five-year plan include:

- ethos and development of the school as five-form entry girls' selective school, admissions policy decisions and opportunities afforded by Academy status;
- post-16 retention and recruitment – to maintain cost-effective provision and breadth of opportunity against a background of budget reductions;
- the creative and dynamic curriculum, use of technologies and Academy freedoms to match teaching and learning to cohort need;
- raising the bar' – further develop self-evaluation and performance management to equip middle leaders with the skills to adopt more robust and evaluative approaches to school improvement;
- partnership within the Swale Teaching School Alliance and the use of continuing professional development to strengthening leadership at all levels;
- maintain ICT systems that are fit for purpose and sufficiently robust/reliable to support extensive usage within the curriculum and further develop the management information systems as effective tools for all staff;
- the student as an individual: promoting autonomous, happy creative and adaptable learners across all identified groupings, particularly the most vulnerable;
- Embedding Character Education across the school which promotes resilience, intellectual curiosity and empathy amongst students and staff;
- prudent budget management to secure ongoing improvements to site and buildings through proactive asset management.

Within the next 12 months the specific areas of focus relate to:

- embedding further the vision and ethos of excellence in teaching and learning through a revised school self-review process and *Deep Dives*;
- addressing curriculum reform across all three parts of the school including the personal curriculum by focusing on curriculum intent, its implementation across the school and its desired impact;
- championing leadership development at all levels across the school to ensure that capacity is built within the school system and beyond; enabling colleagues to enroll on National Professional Qualifications at middle and senior leadership levels;
- focusing on High Performance Learning as a world class rubric – staff and students utilizing Advanced Cognitive Performance

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**Highsted Academy Trust**  
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**Trustees' Report**  
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characteristics;

- building effective partnerships with local stakeholders, including: Swale Teaching Alliance, South East Science Learning Partnership, STEM (science, technology, engineering and mathematics) partners, the Central Sittingbourne Partnership, Headstart and Young Enterprise in addition to support for our local feeder primary schools;
- Upholding a commitment to deliver a contemporary Careers education programme;
- Embedding the VESPA model at Post 16 to ensure that student vision, effort, systems, practice and attitudes are achieved;
- monitoring a strategic plan for the recruitment and retention of students to the school, taking account of national policy on admissions and the social mobility agenda
- developing the adaptability of all learners: ensure that every student reaches their full potential and has the confidence to make ethical, sound decisions that will empower them;
- Seeking to implement the Relationship and Sex Education reforms that become statutory in September 2021;

*Highsted Grammar School is pleased to report that refurbishment of the school buildings and upgrade to the facilities will continue in 2020-21*

**DISCLOSURE OF INFORMATION TO AUDITORS**

Insofar as the trustees are aware:

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

**AUDITORS**

The audit process will be reviewed in detail and re-appointment of the Auditors, UHY Hacker Young, will be considered following the forthcoming Annual General Meeting.

The Trustees' Report, incorporating a Strategic Report, was approved by order of the board of trustees, as the company's directors, and signed on the board's behalf by:



Mr. P. Statham  
Chair of Trustees



Miss. A. Kelly  
Accounting Officer

Date: 02/12/20

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**Highsted Academy Trust**  
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**Governance Statement**

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**Scope of responsibility**

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

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

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 4 times during the year. Attendance during the year at meetings of the board of trustees was as follows:

	<u>Meetings attended</u>	<u>Out of a possible</u>
Mr. P. Statham, Chair of Trustees	4	4
Major. R.T. Jepson Vice Chair	4	4
Miss. A. Kelly, Headteacher and Accounting Officer	4	4
Mrs. D. Adeyinka	4	4
Mr. N. Hancock	4	4
Mr. T. Barker	2	2
Miss. M. Black	4	4
Mrs. S. Drury	3	4
Mr. S. Hatch	2	4
Hon. Ald. Lewin	3	4
Mr. N. Sabouni	4	4
Miss L Umbers	2	4

Governance reviews: Over the course of the 2019-2020 academic year trustees have been closely involved with the work of the school through its programme of link trustee visits to subject departments, Governor Day visits and attendance at a range of school events such as parents' evenings, concerts and performances, and sports day.

Trustees have attended governor training activities provided by the school on topics which underpin the whole school focus on High Performance Learning such as meta-cognition, abstraction, big picture thinking and linking ideas. Training on curriculum development, safeguarding (including e-safety and peer on peer abuse), the embedding of the Gatsby Standards for Careers Education and the revisions to the Ofsted Education Inspection Framework including the concept of Deep Dives as part of internal quality assurance systems to underpin determining a sequenced and robust curriculum. Training on understanding and preparing for the RSE curriculum was also available to trustees. Individual trustees have also attended training activities provided by Kent County Council and the Southern Educational Leadership Trust.

An important strategic development in 2019-2020 was the continuance of trustee support for the Fair Access Plan (FAP) the aim of which is to strengthen further the objective of widening accessibility to selective education for local girls in the community.

The Finance and Resources Committee is a sub-committee of the main board of trustees. Its purpose is to plan and monitor the financial and other resources of the school effectively. Its role is to provide and maintain a safe and stimulating educational environment consistent with the ethos of the school and providing value for money through effective use of resources. In addition to routine budget setting and monitoring, particular issues dealt with in the year have included the scrutiny of risk management systems throughout the school which led to the implementation of the revised telephone system to ensure business continuity for the school, the management of staff pupils and resources during a pandemic to ensure that the business met its core priorities throughout this time. The Finance and Resources Committee's remit also includes the functions of an Audit Committee. Attendance at meetings in the year was as follows:

	<u>Meetings attended</u>	<u>Out of a possible</u>
Mr. N.S. Hancock, Chair of Finance Committee	2	2
Mrs D. Adeyinka, Vice Chair (from 16/10/19)	1	2
Mr. P. Statham	2	2
Miss. A. Kelly, Headteacher and Accounting Officer	2	2
Major. R.T. Jepson	1	2
Hon. Ald. G. Lewin	2	2
Mr. N. Sabouni	1	2

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**Highsted Academy Trust**  
**(A company limited by guarantee)**

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**Governance Statement**

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**The purpose of the system of internal control**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of academy 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 Highsted Academy Trust for the year 1 September 2019 to 31 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 academy 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 academy trust's significant risks that has been in place for the year 1 September 2019 to 31 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 academy 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 board of trustees;
- regular reviews by the Finance and Resources Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- setting key performance indicators to measure financial and other performance;
- clearly defined purchasing (asset purchase or capital investment) guidelines;
- delegation of authority and segregation of duties; and
- identification and management of risks.

The trust have continued to engage further with the external auditors UHY Hacker Young to perform internal control checks through the mechanism of internal control monitoring visits.

The appointee's role includes giving advice on financial matters and performing a range of checks on the academy trust's financial systems. On a termly basis, the appointee reports to the board of trustees on the operation of the systems of control and on the discharge of the board of trustees' financial responsibilities.

During the year ended 31 August 2020 the appointee has delivered their schedule of work as planned, and no significant issues have been brought to the attention of the trustees.

The revised FRC Ethical Standard for auditors states that a firm providing external audit to an entity shall not also provide internal audit services to it, subject to transitional arrangements which permit existing audit engagements at 15 March 2020 to conclude. UHY Hacker Young completed the provision of the service for 2019-20 under these transitional arrangements. The trustees will be seeking to appoint an alternative provider of this service for 2020-21 so that the two services are split between different firms.

**Review of effectiveness**

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

- the programme of internal scrutiny work;
- the work of the external auditors;
- the financial management and governance self-assessment process;
- the work of the executive managers within the academy trust who have responsibility for the development and maintenance of the internal control framework.

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

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**Highsted Academy Trust**  
**(A company limited by guarantee)**

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**Governance Statement**

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**Review of Value for money**

As Accounting Officer, the Headteacher, Miss. A. Kelly, has responsibility for ensuring that the academy 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 academy trust's use of its resources has provided good value for money during each academic year, and reports to the board of trustees where value for money can be improved, including the use of benchmarking data where appropriate. The Accounting Officer for the academy trust has delivered improved value for money during the year by:

Improving Educational Results

- Once again, at GCSE the overwhelming majority of students gained at least five grade 4 – 9, with 97% of students achieving a standard pass in both English and mathematics (grade 4 or above) and 70% of students securing a good pass (grade 5 or above). Across the total cohort the value added measures testify the whole school improvement whereby progress in English was +0.9; in Maths +0.72; in EBacc +1.13 and for all other subjects studied the measure was equally positive at +1.1. The total number of grades 9/8/7 was 57.28%. The Attainment 8 score for 2020 was 69.02; the Progress 8 score for the school was +0.99
- At A-level, the school secured 81.02% A\*-B grades; 51.38% A\*/A grades and 21.33% A\* grades – all measures determine the strongest A level performance to date.
- The impact on achievement by students for whom the pupil premium provided support reflects that the school is committed to closing the achievement gap for these learners. The Progress 8 score for disadvantaged overall was +0.47 (+0.47 in 2019) comprising of +0.9 for English (+0.7 in 2019) +0.29 (-0.09 in 2018) for Maths, +1.1 for the Ebacc measure (+0.77 2019). The Attainment 8 score for disadvantaged was 62.88 (62.17 2019).
- To ensure that standards are continually raised the Academy operates a systematic programme of lesson observations and work scrutiny involving senior and middle leaders; engages in discussions with students to establish student voice; engages in regular work scrutiny and acts on the advice given by whole school and externally validated subject inspections. The Academy also undertakes a comparison of results from entry to GCSE and from GCSE to A-level in order to support the school's own self-evaluation and thereby sustain school improvement.
- Attendance is 96.1%.
- The broad curriculum, extra curriculum and extension activities provide students with the opportunity to achieve the highest levels of academic and personal achievement which their abilities allow.
- Our staffing structure and timetable ensure teaching staff are efficiently deployed to maximise outcomes for all students; at post 16 the long standing partnership across three local secondary schools secures a cost effective curriculum within a context of budgetary constraints.
- By working collaboratively with two local secondary schools in regard to teacher training.
- By working collaboratively with two local secondary schools, Health and Safety and First Aid training is sourced centrally to achieve financial efficacy across the schools; maximising the number of trainees in attendance has been of benefit to all three schools.
- By working as a strategic partner in the South East Science Learning Partnership

Financial Performance

- Financial governance and oversight is robust. The members of the Finance and Resources Committee have financial and business experience
- The trustees receive regular reports and recommendations from the both the external auditor and the Internal control monitoring audits.
- Budget forecasts are circulated and approved by trustees routinely; expenditure is monitored against budget and are reported accordingly
- The annual budget plan is approved by trustees and reviewed on a regular basis throughout the year
- Significant spending proposals are costed and presented to the Senior Leadership Group and the Governing Body for consideration and challenge
- The school renewed the comprehensive insurance cover having considered other providers

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**Highsted Academy Trust**  
**(A company limited by guarantee)**

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**Governance Statement**


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- The school works with other local academies and schools to undertake cost comparison and benchmarking
- The school is above PAN for Year 7 entry to the school for three consecutive years
- Highsted Grammar School actively supports local sport and community groups by letting out facilities during the weekend and evening. The income is used to maintain the facilities and improve the resources for our students and hirers; and
- The school ensures that all surplus funds are invested in low risk interest bearing accounts.

Academy insurance

Highsted have opted for a five year Insurance provision with Zurich Municipal based upon Zurich being the leading providers of risk and insurance solutions to the UK education sector, they are a direct dealing insurer and are risk experts.

Approved by order of the members of the board of trustees and signed on its behalf, by:



Mr. P. Statham  
Chair of Trustees



Miss. A. Kelly  
Accounting Officer

Date: 02/12/20

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**Highsted Academy Trust**  
(A company limited by guarantee)

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**Statement on Regularity, Propriety and Compliance**

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

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



**Miss A. Kelly**  
Accounting Officer

Date: 02/12/20



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**Highsted Academy Trust**  
**(A company limited by guarantee)**

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**Statement of trustees' responsibilities**  
**For the year ended 31 August 2020**

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2015 and the Academies Accounts Direction 2019 to 2020;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for ensuring that in its conduct and operation the charitable company applies financial and other controls, which conform with the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from ESFA/DfE have been applied for the purposes intended.

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

Approved by order of the members of the board of trustees and signed on its behalf by:



**Mr. P. Statham**  
Chair of Trustees

Date: 2/12/20

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**Highsted Academy Trust**  
**(A company limited by guarantee)**

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**Independent auditors' Report on the financial statements to the Members of Highsted Academy Trust**

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**Opinion**

We have audited the financial statements of Highsted Academy Trust (the 'academy trust') for the year ended 31 August 2020 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2019 and the Academies Accounts Direction 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 academy trust'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; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities SORP 2019 and 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the academy trust in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the academy trust'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 Annual report, other than the financial statements and our Auditors' report thereon. Other information includes the Reference and administrative details, the Trustees' report including the Strategic report, and the Governance statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

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**Highsted Academy Trust**  
(A company limited by guarantee)

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**Independent auditors' Report on the financial statements to the Members of Highsted Academy Trust (continued)**

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**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the academy trust and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement, the trustees (who are also the directors of the academy trust for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the academy trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the academy trust or to cease operations, or have no realistic alternative but to do so.

**Auditors' responsibilities for the audit of the financial statements**

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

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

**Use of our report**

This report is made solely to the academy trust's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the academy trust's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the academy trust and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Mr Allan Hickie BSc FCA (Senior statutory auditor)**

for and on behalf of  
**UHY Kent LLP**  
Chartered Accountants  
Statutory Auditors  
Thames House  
Roman Square  
Sittingbourne  
Kent  
ME10 4BJ

Date: 7 December 2020

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**Highsted Academy Trust**  
**(A company limited by guarantee)**

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**Independent Reporting Accountant's Assurance Report on Regularity to Highsted Academy Trust and the Education and Skills Funding Agency**

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In accordance with the terms of our engagement letter dated 29 September 2020 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2019 to 2020, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Highsted Academy Trust during the year 1 September 2019 to 31 August 2020 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to Highsted Academy Trust and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Highsted Academy Trust and ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Highsted Academy Trust and ESFA, for our work, for this report, or for the conclusion we have formed.

**Respective responsibilities of Highsted Academy Trust's accounting officer and the reporting accountant**

The accounting officer is responsible, under the requirements of Highsted Academy Trust's funding agreement with the Secretary of State for Education dated 28 September 2010 and the Academies Financial Handbook, extant from 1 September 2019, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2019 to 2020. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the year 1 September 2019 to 31 August 2020 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

**Approach**

We conducted our engagement in accordance with the Academies Accounts Direction 2019 to 2020 issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

We conducted our work in accordance with Technical Release TECH 08/12 AAF issued by the Institute of Chartered Accountants In England and Wales. In accordance with that Technical Release we have carried out the procedures we consider necessary to arrive at our conclusion. Other than those procedures undertaken for the purposes of our audit of the financial statements of Highsted Academy Trust for the year ended 31 August 2020 which provide evidence on regularity, our work was limited to only those additional procedures necessary to provide limited assurance.

The work undertaken to draw to our conclusion included:

- an assessment of the risk of material irregularity and impropriety across all of the academy trust's activities;
- further testing and review of the areas identified through the risk assessment including enquiry, identification of control processes and examination of supporting evidence across all areas identified as well as additional verification work where considered necessary; and
- consideration of evidence obtained through the work detailed above and the work completed as part of our financial statements audit in order to support the regularity conclusion.

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**Highsted Academy Trust**  
**(A company limited by guarantee)**

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**Independent Reporting Accountant's Assurance Report on Regularity to Highsted Academy Trust and the Education & Skills Funding Agency (continued)**

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**Conclusion**

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 2019 to 31 August 2020 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

*UHY Kent LLP*

**UHY Kent LLP**  
Chartered Accountants  
Statutory Auditors  
Thames House  
Roman Square  
Sittingbourne  
Kent  
ME10 4BJ

Date: *7 December 2020*

**Higsted Academy Trust**  
(A company limited by guarantee)

**Statement of financial activities (incorporating income and expenditure account)**  
**For the year ended 31 August 2020**

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £	Total funds 2019 £
<b>Income from:</b>						
Donations and capital grants	3	7,384	-	32,008	39,392	117,353
Funding for the academy trust's educational activities	4	35,419	4,140,466	-	4,175,885	3,882,211
Other trading activities	5	21,843	-	-	21,843	16,120
Investments	6	14,198	-	-	14,198	22,466
<b>Total income</b>		<b>78,844</b>	<b>4,140,466</b>	<b>32,008</b>	<b>4,251,318</b>	<b>4,038,150</b>
<b>Expenditure on:</b>						
Raising funds	7	-	3,066	-	3,066	7,744
Charitable activities	8	32,830	4,119,855	315,767	4,468,452	4,210,908
<b>Total expenditure</b>	<b>7</b>	<b>32,830</b>	<b>4,122,921</b>	<b>315,767</b>	<b>4,471,518</b>	<b>4,218,652</b>
<b>Net income/(expenditure)</b>		<b>46,014</b>	<b>17,545</b>	<b>(283,759)</b>	<b>(220,200)</b>	<b>(180,502)</b>
Transfers between funds	17	(77,969)	(13,102)	91,071	-	-
<b>Net movement in funds before other recognised gains/(losses)</b>		<b>(31,955)</b>	<b>4,443</b>	<b>(192,688)</b>	<b>(220,200)</b>	<b>(180,502)</b>
<b>Other recognised gains/(losses):</b>						
Actuarial losses on defined benefit pension schemes	24	-	(132,000)	-	(132,000)	(168,000)
<b>Net movement in funds</b>		<b>(31,955)</b>	<b>(127,557)</b>	<b>(192,688)</b>	<b>(352,200)</b>	<b>(348,502)</b>
<b>Reconciliation of funds:</b>						
Total funds brought forward		1,105,531	1,116,097	10,983,122	13,204,750	13,553,252
Net movement in funds		(31,955)	(127,557)	(192,688)	(352,200)	(348,502)
<b>Total funds carried forward</b>	<b>17</b>	<b>1,073,576</b>	<b>988,540</b>	<b>10,790,434</b>	<b>12,852,550</b>	<b>13,204,750</b>

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

The notes on pages 23 to 43 form part of these financial statements.

**Highsted Academy Trust**  
**(A company limited by guarantee)**  
**Registered number: 07348116**

**Balance sheet**  
**As at 31 August 2020**

	Note	2020 £	2019 £
<b>Fixed assets</b>			
Tangible assets	16	10,790,434	10,983,122
<b>Current assets</b>			
Debtors	14	48,620	64,929
Cash at bank and in hand		3,255,326	3,231,499
		<u>3,303,946</u>	<u>3,296,428</u>
Creditors: amounts falling due within one year	15	(98,830)	(178,800)
<b>Net current assets</b>		<u>3,205,116</u>	<u>3,117,628</u>
<b>Net assets excluding pension liability</b>		<u>13,995,550</u>	<u>14,100,750</u>
Defined benefit pension scheme liability	24	(1,143,000)	(896,000)
<b>Total net assets</b>		<u><u>12,852,550</u></u>	<u><u>13,204,750</u></u>
<b>Funds of the academy trust</b>			
<b>Restricted funds:</b>			
Fixed asset funds	17	10,790,434	10,983,122
Restricted income funds	17	2,131,540	2,012,097
		<u>12,921,974</u>	<u>12,995,219</u>
Restricted funds excluding pension liability	17	12,921,974	12,995,219
Pension reserve	17	(1,143,000)	(896,000)
<b>Total restricted funds</b>	17	<u>11,778,974</u>	<u>12,099,219</u>
<b>Unrestricted income funds</b>	17	<u>1,073,576</u>	<u>1,105,531</u>
<b>Total funds</b>		<u><u>12,852,550</u></u>	<u><u>13,204,750</u></u>

The financial statements on pages 20 to 43 were approved and authorised for issue by the trustees and are signed on their behalf, by:



**Mr. P. Statham**  
 (Chair of Trustees)



**Miss. A. Kelly**  
 (Headteacher and Accounting Officer)

Date: 02/12/20

The notes on pages 23 to 43 form part of these financial statements.

**Highsted Academy Trust**  
**(A company limited by guarantee)**

**Statement of cash flows**  
**For the year ended 31 August 2020**

	<b>Note</b>	<b>2020 £</b>	<b>2019 £</b>
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	19	100,697	28,774
<b>Cash flows from investing activities</b>	20	(76,873)	(57,442)
<b>Change in cash and cash equivalents in the year</b>		23,824	(28,668)
Cash and cash equivalents at the beginning of the year		3,231,499	3,260,167
<b>Cash and cash equivalents at the end of the year</b>	21, 22	<u>3,255,323</u>	<u>3,231,499</u>

The notes on pages 23 to 43 form part of these financial statements



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**Highsted Academy Trust**  
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**Notes to the financial statements**  
**For the year ended 31 August 2020**

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**1. Accounting policies**

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

**1.1 Basis of preparation of financial statements**

The financial statements of the academy trust, which is a public benefit entity under FRS 102, have been prepared under the historic cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2019 to 2020 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

Highsted Academy Trust meets the definition of a public benefit entity under FRS 102.

**1.2 Going concern**

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

**1.3 Income**

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

• **Grants**

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

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

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

• **Donations**

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

• **Other income**

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

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**Notes to the financial statements**  
**For the year ended 31 August 2020**

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**1. Accounting policies (continued)**

**1.4 Expenditure**

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

- **Expenditure on raising funds**

This includes all expenditure incurred by the academy 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 academy trust's educational operations, including support costs and costs relating to the governance of the academy trust apportioned to charitable activities.

**1.5 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the academy trust; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**1.6 Taxation**

The academy 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 academy trust is potentially exempt from taxation in respect of income or capital gains received within categories covered by Part 11, chapter 3 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**1.7 Tangible fixed assets**

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.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the Balance sheet at cost and depreciated over their expected useful economic life. Where there are specific conditions attached to the funding requiring the continued use of the asset, the related grants are credited to a restricted fixed asset fund in the Statement of financial activities and carried forward in the Balance sheet. Depreciation on the relevant assets is charged directly to the restricted fixed asset fund in the Statement of financial activities.

Depreciation is provided on all tangible fixed assets other than freehold land and assets under construction, at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life, as follows:

Depreciation is provided on the following bases:

Freehold property	- 2%
Furniture and equipment	- 10-15%
Computer equipment	- 20%
Other fixed assets	-

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.

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**Highsted Academy Trust**  
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**Notes to the financial statements**  
**For the year ended 31 August 2020**

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**1. Accounting policies (continued)**

**1.8 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**1.9 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**1.10 Liabilities**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the academy trust anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

**1.11 Financial instruments**

The academy trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the academy trust and their measurement bases are as follows:

*Financial assets* - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 14. Prepayments are not financial instruments.

Cash at bank is classified as a basic financial instrument and is measured at face value.

*Financial liabilities* - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 15. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

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**Highsted Academy Trust**  
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**Notes to the financial statements**  
**For the year ended 31 August 2020**

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**1. Accounting policies (continued)**

**1.12 Pensions**

Retirement benefits to employees of the academy trust are provided by the Teachers' Pension Scheme ("TPS") and the Local Government Pension Scheme ("LGPS"). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the academy trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently, the TPS is treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded multi-employer scheme and the assets are held separately from those of the academy trust in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of financial activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

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

**1.13 Fund accounting**

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of the academy trust at the discretion of the trustees.

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by the funders where the asset acquired or created is held for a specific purpose.

Restricted general funds comprise all other restricted funds received with restrictions imposed by the funder/donor and include grants from the Department for Education Group.

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

**Notes to the financial statements**  
**For the year ended 31 August 2020**

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**2. Critical accounting estimates and areas of judgment**

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The academy 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.

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.

There have been some specific issues which have been considered regarding the actuarial assumptions and closing pension scheme liability of all LGPS employers:

**(1) The "McCloud/Sargeant judgement".** This relates to legal rulings regarding age discrimination arising from public sector pension scheme transitional arrangements. Actuarial evidence suggested that the impact of making an allowance for this judgement would be material. This was reflected in the prior year as a past service cost, within staff costs, and detailed in note 24, of £16,000.

On 16 July 2020, the Government published a consultation on the proposed remedy to be applied to LGPS benefits in response to the McCloud and Sargeant cases. The consultation closed on 8 October 2020 and the final remedy will only be known after the consultation responses have been reviewed and a final set of remedial Regulations are published.

**(2) Goodwin case.** Following a case involving the Teachers' Pension scheme, known as the Goodwin case, differences between survivor benefits payable to members with same-sex or opposite-sex survivors have been identified within a number of public sector pension schemes. As a result, the Government have confirmed that a remedy is required in all affected public sector pension schemes, which includes the LGPS.

Briefing notes provided by the actuary have indicated they expect the impact will be minimal for LGPS funds.

**(3) Guaranteed Minimum Pension (GMP).** On 22 January 2018, the Government published the outcome to its Indexation and equalisation of GMP in public service pension schemes consultation, concluding that the requirement for public service pension schemes to fully price protect the GMP element of individuals' public service pension would be extended to those individuals reaching State Pension Age (SPA) before 6 April 2021. HM Treasury published a Ministerial Direction on 4 December 2018 to implement this outcome, with effect from 6 April 2016.

Briefing notes provided by the actuary have indicated they do not expect to make any adjustments to the value placed on the liabilities as a result of the above outcome.

**(4) Discount rates.** There has been a change in financial assumptions over the period, including the discount rate. The discount rate has been reduced which has resulted in a higher value being placed on the defined benefit obligation. The impact comes through as part of the actuarial movement shown on Statement of Financial Activities.

**(5) Mortality assumptions.** Details of the changes in mortality assumptions are shown in note 24. The actuary calculations use a model prepared by the Continuous Mortality Investigation (CMI) which is updated on an annual basis, incorporating the latest mortality data in the national population. This year the mortality assumptions have been updated in line with those adopted for the Fund's 2019 actuarial valuation which anticipates a reduction in projected life expectancies. The lower life expectancy assumptions result in a lower value being placed on the defined benefit obligation. The impact comes through as part of the actuarial movement shown on Statement of Financial Activities.

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**Notes to the financial statements**  
**For the year ended 31 August 2020**

**3. Income from donations and capital grants**

	Unrestricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £	Total funds 2019 £
Donations	7,384	13,000	20,384	51,265
Capital grants	-	19,008	19,008	66,088
	<u>7,384</u>	<u>32,008</u>	<u>39,392</u>	<u>117,353</u>
<i>Analysis of 2019 total by fund</i>	<u>19,089</u>	<u>98,264</u>	<u>117,353</u>	

**4. Funding for the academy trust's educational activities**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
<b>DfE/ESFA grants</b>				
General annual grant (GAG)	-	3,830,294	3,830,294	3,716,789
Other DfE/ESFA grants	-	304,473	304,473	127,305
	<u>-</u>	<u>4,134,767</u>	<u>4,134,767</u>	<u>3,844,094</u>
<b>Other government grants</b>				
Local authority grants	-	5,699	5,699	7,025
	<u>-</u>	<u>5,699</u>	<u>5,699</u>	<u>7,025</u>
<b>Other funding</b>				
School partnership income	25,000	-	25,000	29,000
Other	10,419	-	10,419	2,092
	<u>35,419</u>	<u>-</u>	<u>35,419</u>	<u>31,092</u>
	<u>35,419</u>	<u>4,140,466</u>	<u>4,175,885</u>	<u>3,882,211</u>
<i>Analysis of 2019 total by fund</i>	<u>31,092</u>	<u>3,851,119</u>	<u>3,882,211</u>	

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**Notes to the financial statements**  
**For the year ended 31 August 2020**

**5. Income from other trading activities**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Income from facilities/services	6,961	6,961	151
Hire of facilities	6,923	6,923	10,675
Vending machines	7,959	7,959	5,294
	<u>21,843</u>	<u>21,843</u>	<u>16,120</u>
<i>Analysis of 2019 total by fund</i>	<u>16,120</u>	<u>16,120</u>	

**6. Investment income**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Bank interest	14,198	14,198	22,466
	<u>22,466</u>	<u>22,466</u>	
<i>Analysis of 2019 total by fund</i>	<u>22,466</u>	<u>22,466</u>	

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**Notes to the financial statements**  
**For the year ended 31 August 2020**

**7. Expenditure**

	<b>Staff Costs 2020 £</b>	<b>Premises 2020 £</b>	<b>Other 2020 £</b>	<b>Total 2020 £</b>	<b>Total 2019 £</b>
Expenditure on fundraising trading activities:					
Direct costs	-	-	3,066	3,066	7,744
Educational activities:					
Direct costs	2,908,001	-	534,757	3,442,758	3,154,170
Allocated support costs	562,334	270,729	192,631	1,025,694	1,056,738
	<u>3,470,335</u>	<u>270,729</u>	<u>730,454</u>	<u>4,471,518</u>	<u>4,218,652</u>
<i>Analysis of 2019 total</i>	<u>3,147,862</u>	<u>339,457</u>	<u>731,333</u>	<u>4,218,652</u>	

**8. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2020 £</b>	<b>Restricted funds 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Educational activities	32,830	4,435,622	4,468,452	4,210,908
<i>Analysis of 2019 total by fund</i>	<u>80,297</u>	<u>4,130,611</u>	<u>4,210,908</u>	



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**Notes to the financial statements**  
**For the year ended 31 August 2020**

**9. Analysis of expenditure by activities**

	<b>Direct costs 2020 £</b>	<b>Support costs 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Educational activities	3,442,758	1,025,694	4,468,452	4,210,908
<i>Total 2019</i>	<i>3,154,170</i>	<i>1,056,738</i>	<i>4,210,908</i>	

**Analysis of support costs**

	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Staff costs	562,334	526,876
Premises costs	288,746	339,457
Technology costs	23,135	29,182
Other support costs	131,391	150,263
Governance costs	20,088	10,960
	<b>1,025,694</b>	<b>1,056,738</b>

**10. Net income/(expenditure)**

Net income/(expenditure) for the year includes:

	<b>2020 £</b>	<b>2019 £</b>
Depreciation of tangible fixed assets	295,530	286,287
Loss on disposal of fixed assets	20,237	-
Fees paid to auditors for:		
- audit	8,740	8,525
- other services	2,590	3,435

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**Notes to the financial statements**  
**For the year ended 31 August 2020**

**11. Staff**

**a. Staff costs**

Staff costs during the year were as follows:

	<b>2020</b>	<i>2019</i>
	<b>£</b>	<b>£</b>
Wages and salaries	2,498,349	2,357,220
Social security costs	255,443	239,904
Pension costs	666,491	478,294
	<u>3,420,283</u>	<u>3,075,418</u>
Agency staff costs	50,052	72,444
	<u><u>3,470,335</u></u>	<u><u>3,147,862</u></u>

**b. Staff numbers**

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

	<b>2020</b>	<i>2019</i>
	<b>No.</b>	<b>No.</b>
Teachers	44	44
Administration and support	24	24
Management	6	6
	<u>74</u>	<u>74</u>

**c. Higher paid staff**

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

	<b>2020</b>	<i>2019</i>
	<b>No.</b>	<b>No.</b>
In the band £70,001 - £80,000	1	1
In the band £90,001 - £100,000	-	1
In the band £100,001 - £110,000	1	-
	<u><u>1</u></u>	<u><u>-</u></u>

**d. Key management personnel**

The key management personnel of the academy trust comprise the trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the academy trust was £587,938 (2019 - £547,000).

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**Notes to the financial statements**  
**For the year ended 31 August 2020**

**12. Trustees' remuneration and expenses**

One or more trustees has been paid remuneration or has received other benefits from an employment with the academy trust. Any staff trustees, including the Headteacher, only receives remuneration in respect of services provided under their contracts of employment. The value of trustees' remuneration and other benefits was as follows:

		2020 £	2019 £
Miss. A. Kelly, Headteacher	Remuneration	100,000 - 105,000	95,000 - 100,000
	Pension contributions paid	20,000 - 25,000	15,000 - 20,000

During the year ended 31 August 2020, expenses totalling £140 were reimbursed or paid directly to 1 trustee (2019 - £182 to 1 trustee).

**13. Trustees' and Officers' insurance**

In accordance with normal commercial practice, the academy trust has purchased insurance to protect trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business. The insurance provides cover up to £7,500,000 on any one claim and the cost for the year ended 31 August 2020 was £203 (2019 - £184). The cost of this insurance is included in the total insurance cost.

**14. Debtors**

	2020 £	2019 £
Trade debtors	-	433
Other debtors	7,629	19,103
Prepayments and accrued income	40,991	45,393
	<u>48,620</u>	<u>64,929</u>

**15. Creditors: Amounts falling due within one year**

	2020 £	2019 £
Trade creditors	45,177	121,874
Other creditors	29,687	19,373
Accruals and deferred income	23,966	37,553
	<u>98,830</u>	<u>178,800</u>

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**Notes to the financial statements**  
**For the year ended 31 August 2020**

**16. Tangible fixed assets**

	Freehold property £	Furniture and equipment £	Computer equipment £	Motor vehicles £	Assets under construction £	Total £
<b>Cost or valuation</b>						
At 1 September 2019	12,808,344	455,494	269,969	16,000	-	13,549,807
Additions	-	-	81,695	-	41,384	123,079
Disposals	-	(22,629)	(23,045)	-	-	(45,674)
At 31 August 2020	12,808,344	432,865	328,619	16,000	41,384	13,627,212
<b>Depreciation</b>						
At 1 September 2019	2,073,028	336,584	141,073	16,000	-	2,566,685
Charge for the year	241,167	18,632	35,731	-	-	295,530
On disposals	-	(2,392)	(23,045)	-	-	(25,437)
At 31 August 2020	2,314,195	352,824	153,759	16,000	-	2,836,778
<b>Net book value</b>						
At 31 August 2020	10,494,149	80,041	174,860	-	41,384	10,790,434
At 31 August 2019	10,735,316	118,910	128,896	-	-	10,983,122

Included in land and buildings is freehold land at a value of £750,000 (2019 - £750,000), which is not depreciated.

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**Notes to the financial statements**  
**For the year ended 31 August 2020**

**17. Statement of funds**

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2020 £
<b>Unrestricted funds</b>						
General funds	1,105,531	78,844	(32,830)	(77,969)	-	1,073,576
<b>Restricted general funds</b>						
General Annual Grant (GAG)	1,957,717	3,830,294	(3,687,513)	(13,102)	-	2,087,396
Other DfE/ESFA grants	47,585	304,473	(316,997)	-	-	35,061
Other government grants	6,795	5,699	(3,411)	-	-	9,083
Pension reserve	(896,000)	-	(115,000)	-	(132,000)	(1,143,000)
	1,116,097	4,140,466	(4,122,921)	(13,102)	(132,000)	988,540
<b>Restricted fixed asset funds</b>						
Fixed assets	10,983,122	-	(315,767)	123,079	-	10,790,434
DfE/ESFA capital grants	-	19,008	-	(19,008)	-	-
Other capital income	-	13,000	-	(13,000)	-	-
	10,983,122	32,008	(315,767)	91,071	-	10,790,434
<b>Total Restricted funds</b>	12,099,219	4,172,474	(4,438,688)	77,969	(132,000)	11,778,974
<b>Total funds</b>	13,204,750	4,251,318	(4,471,518)	-	(132,000)	12,852,550

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

General Annual Grant must be used for the normal running costs of the academy trust. The transfer to the restricted fixed asset fund during the year represents the value of a revenue to capital contribution to fund the cost of additional capital additions in excess of capital grant funding received.

The other DfE/ESFA grants are used to track non-GAG grant money received from the DfE/ESFA and connected bodies, and including Pupil Premium.

The other Government Grants fund tracks other government grant income such as grant funding received directly from the Local Authority.

The pensions reserve is a restricted fund to account for the liability arising under The Local Government Pension Scheme.

The restricted fixed asset funds are carried forward to meet the specific costs of fixed asset projects and to cover the depreciation charges that will be required on these projects going forward and the current fixed assets held. The carried forward balance on the

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**Notes to the financial statements**  
**For the year ended 31 August 2020**

**17. Statement of funds (continued)**

tangible fixed asset row is equal to the net book value of fixed assets on the Balance Sheet. The transfer into the fixed asset funds represents revenue to capital contributions for fixed asset purchases met by revenue funds.

Under the funding agreement with the Secretary of State, the academy trust was not subject to a limit on the amount of GAG it could carry forward at 31 August 2020.

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

	<i>Balance at 1 September 2018 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 August 2019 £</i>
<b>Unrestricted funds</b>					
General funds	<u>1,097,061</u>	<u>88,767</u>	<u>(80,297)</u>	<u>-</u>	<u>1,105,531</u>
<b>Restricted general funds</b>					
General Annual Grant (GAG)	1,979,071	3,716,789	(3,658,271)	(79,872)	1,957,717
Other DfE/ESFA grants	13,437	127,305	(93,157)	-	47,585
Other government grants	1,410	7,025	(1,640)	-	6,795
Pension reserve	(629,000)	-	(99,000)	(168,000)	(896,000)
	<u>1,364,918</u>	<u>3,851,119</u>	<u>(3,852,068)</u>	<u>(247,872)</u>	<u>1,116,097</u>
<b>Restricted fixed asset funds</b>					
Fixed assets	11,091,273	-	(286,287)	178,136	10,983,122
DfE/ESFA capital grants	-	66,088	-	(66,088)	-
Other capital income	-	32,176	-	(32,176)	-
	<u>11,091,273</u>	<u>98,264</u>	<u>(286,287)</u>	<u>79,872</u>	<u>10,983,122</u>
<b>Total Restricted funds</b>	<u>12,456,191</u>	<u>3,949,383</u>	<u>(4,138,355)</u>	<u>(168,000)</u>	<u>12,099,219</u>
<b>Total funds</b>	<u>13,553,252</u>	<u>4,038,150</u>	<u>(4,218,652)</u>	<u>(168,000)</u>	<u>13,204,750</u>

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**18. Analysis of net assets between funds**

**Analysis of net assets between funds - current period**

	<b>Unrestricted funds 2020 £</b>	<b>Restricted funds 2020 £</b>	<b>Restricted fixed asset funds 2020 £</b>	<b>Total funds 2020 £</b>
Tangible fixed assets	(12,000)	-	10,802,434	10,790,434
Current assets	1,057,629	2,246,317	-	3,303,946
Creditors due within one year	-	(98,830)	-	(98,830)
Provisions for liabilities and charges	-	(1,143,000)	-	(1,143,000)
Difference	27,947	(15,947)	(12,000)	-
<b>Total</b>	<b>1,073,576</b>	<b>988,540</b>	<b>10,790,434</b>	<b>12,852,550</b>

**Analysis of net assets between funds - prior period**

	<b>Unrestricted funds 2019 £</b>	<b>Restricted funds 2019 £</b>	<b>Restricted fixed asset funds 2019 £</b>	<b>Total funds 2019 £</b>
Tangible fixed assets	-	-	10,983,122	10,983,122
Current assets	1,105,531	2,190,897	-	3,296,428
Creditors due within one year	-	(178,800)	-	(178,800)
Provisions for liabilities and charges	-	(896,000)	-	(896,000)
<b>Total</b>	<b>1,105,531</b>	<b>1,116,097</b>	<b>10,983,122</b>	<b>13,204,750</b>

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**19. Reconciliation of net expenditure to net cash flow from operating activities**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Net expenditure for the period (as per Statement of financial activities)	(220,200)	(180,502)
<b>Adjustments for:</b>		
Loss on disposal of tangible fixed assets	20,237	-
Depreciation	295,530	286,287
Capital grants from DfE and other capital income	(32,008)	(98,264)
Interest receivable	(14,198)	(22,430)
Defined benefit pension scheme cost less contributions payable	98,000	84,000
Defined benefit pension scheme finance cost	16,000	15,000
Defined benefit pension administration expenses	1,000	-
Decrease/(increase) in debtors	16,306	(3,836)
Decrease in creditors	(79,970)	(51,481)
<b>Net cash provided by operating activities</b>	<b>100,697</b>	<b>28,774</b>

**20. Cash flows from investing activities**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Dividends, interest and rents from investments	14,198	22,430
Purchase of tangible assets	(123,079)	(178,136)
Capital grants from DfE Group	19,008	66,088
Capital funding received from sponsors and others	13,000	32,176
<b>Net cash used in investing activities</b>	<b>(76,873)</b>	<b>(57,442)</b>

**21. Analysis of cash and cash equivalents**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Cash in hand	669,110	654,630
Notice deposits (less than 3 months)	2,586,213	2,576,869
<b>Total cash and cash equivalents</b>	<b>3,255,323</b>	<b>3,231,499</b>



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**Notes to the financial statements**  
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**22. Analysis of changes in net debt**

	<b>At 1 September 2019 £</b>	<b>Cash flows £</b>	<b>At 31 August 2020 £</b>
Cash at bank and in hand	3,231,499	23,827	3,255,326

**23. Contingent liabilities**

The trust has a contingent liability in respect of term time only workers' annual leave. During the year certain trades unions began looking at potentially making claims against Kent based education employers regarding the calculation of term time only workers' annual leave. This is on the back of settlements they have made in other local authorities for their members regarding changing the calculation and back pay.

Whilst the academy trust is free to set its own pay rates, in common with most academies it closely follows the local authority scales. The Kent County Council (KCC) 'Kent Scheme' Pay Scales were amended from 1 April 2020 following a change to the way leave for term time only staff is calculated and the trust has followed by altering its own approach. KCC has received representations that there is a wish to make a settlement on back pay as the unions believe their members have been historically underpaid. KCC is resisting making any collective settlement and is encouraging individual employer schools and academies to do likewise.

The unions are attempting to bring the issue to their members and encouraging them to make a claim in the Employment Tribunal. If this is successful the trust may be liable. At the date of approval of these financial statements it is unclear (i) whether a back settlement liability may exist, (ii) if does how many years back this may go, and (iii) whether the liability or share of the liability would sit with KCC.

**24. Pension commitments**

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

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

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

**Teachers' Pension Scheme**

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers in academies. All teachers have the option to opt-out of the TPS following enrolment.

The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

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**Notes to the financial statements**  
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**24. Pension commitments (continued)**

**Valuation of the Teachers' Pension Scheme**

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to 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. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI, assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

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

The employer's pension costs paid to TPS in the year amounted to £461,644 (2019 - £300,629).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website (<https://www.teacherspensions.co.uk/news/employers/2019/04/teachers-pensions-valuation-report.aspx>).

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The academy trust has accounted for its contributions to the scheme as if it were a defined contribution scheme. The academy trust has set out above the information available on the scheme.

**Local Government Pension Scheme**

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2020 was £121,000 (2019 - £107,000), of which employer's contributions totalled £89,000 (2019 - £82,000) and employees' contributions totalled £ 32,000 (2019 - £25,000). The employer and employee contribution rates have been set until April 2023. For employers the current 20% will continue until April 2021 with small incremental annual rises then and in April 2022. The rate for employees during this period will be 5.5-12.5%, varying accordingly to remuneration levels.

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

**Principal actuarial assumptions**

	2020 %	2019 %
Rate of increase in salaries	3.30	3.70
Rate of increase for pensions in payment/inflation	2.30	2.20
Discount rate for scheme liabilities	1.60	1.85

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

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**24. Pension commitments (continued)**

	<b>2020</b>	<b>2019</b>
	<b>Years</b>	<b>Years</b>
Retiring today:		
Males	21.8	22.1
Females	23.8	24.0
Retiring in 20 years:		
Males	23.2	23.7
Females	25.2	25.8

**Sensitivity analysis**

	<b>2020</b>	<b>2019</b>
	<b>£000</b>	<b>£000</b>
Discount rate +0.1%	(57)	(45)
Discount rate -0.1%	58	46
Mortality assumption - 1 year increase	94	76
Mortality assumption - 1 year decrease	(91)	(73)
CPI rate +0.1%	55	42
CPI rate -0.1%	(53)	(41)

The academy trust's share of the assets in the scheme was:

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Equities	868,000	756,000
Gilts	9,000	8,000
Corporate bonds	173,000	100,000
Property	147,000	129,000
Cash and other liquid assets	41,000	30,000
Investment funds	102,000	86,000
<b>Total market value of assets</b>	<b>1,340,000</b>	<b>1,109,000</b>

The actual return on scheme assets was £87,000 (2019 - £47,000).

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**Notes to the financial statements**  
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**24. Pension commitments (continued)**

The amounts recognised in the Statement of financial activities are as follows:

	2020 £	2019 £
Current service cost	(187,000)	(150,000)
Past service cost	-	(16,000)
Interest income	21,000	28,000
Interest cost	(37,000)	(43,000)
Administrative expenses	(1,000)	-
<b>Total amount recognised in the Statement of financial activities</b>	<b>(204,000)</b>	<b>(181,000)</b>

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

	2020 £	2019 £
<b>At 1 September</b>	<b>2,005,000</b>	<b>1,656,000</b>
Current service cost	187,000	150,000
Interest cost	37,000	43,000
Employee contributions	32,000	25,000
Actuarial losses	250,000	187,000
Benefits paid	(28,000)	(72,000)
Past service costs	-	16,000
<b>At 31 August</b>	<b>2,483,000</b>	<b>2,005,000</b>

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

	2020 £	2019 £
<b>At 1 September</b>	<b>1,109,000</b>	<b>1,027,000</b>
Administration expenses	(1,000)	-
Interest income	21,000	28,000
Actuarial gains	118,000	19,000
Employer contributions	89,000	82,000
Employee contributions	32,000	25,000
Benefits paid	(28,000)	(72,000)
<b>At 31 August</b>	<b>1,340,000</b>	<b>1,109,000</b>

**25. Members' liability**

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

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**Notes to the financial statements**  
**For the year ended 31 August 2020**

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**26. Related party transactions**

Owing to the nature of the academy trust's operations and the composition of the board of trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which a trustee has an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the academy trust's financial regulations and normal procurement procedures. During the year the following transactions occurred:

**Expenditure Related Party Transactions**

(1) Mrs. J. Robinson, wife of Mr. H. Robinson, the Chief Financial Officer (CFO) until his resignation on 11 September 2020.

The academy trust purchased performance management review services totalling £422 (2019: performance management review services totalling £422) during the year. There were no amounts outstanding at 31 August 2020.

- The academy trust made the purchase at arms' length.
- In entering into the transaction the academy complied with the requirements of the AFH 2019.
- Since the total value of services procured is below £2,500 there has been no requirement to obtain a statement of assurance confirming that the services were provided 'at no more than cost'.

(2) Highsted Grammar School (School Fund) (charity number 1099528), a charity whose objects are to advance the education of all pupils of Highsted Grammar School, and of which the Accounting Officer, Ms A. Kelly, is a trustee:

- During the year the academy trust made payments on behalf of Highsted Grammar School (School Fund) before being reimbursed for these. At 31 August 2020 an amount of £3,530 (2019: £3,530) remained outstanding and due to the academy trust for outstanding reimbursements.
- In entering into the transaction the academy trust has complied with the requirements of the AFH 2019.
- Due to the nature of the transactions the "at cost" rules of the Academies Financial Handbook do not apply.

**Income Related Party Transactions**

Highsted Grammar School (School Fund) (charity number 1099528), a charity whose objects are to advance the education of all pupils of Highsted Grammar School, and of which the Accounting Officer, Ms A. Kelly, is a trustee:

During the year the trust received donations of £32,703 (2019: £32,703) from this charity, of which £32,176 was for capital items.

**27. Agency arrangements**

The academy trust distributes 16-19 bursary funds to students as an agent for the ESFA. During the year ended 31 August 2020 the trust received £10,583 and disbursed £6,400 from the fund. With brought forward funds of £17,919, there were £22,102 of undistributed funds included within creditors as at 31 August 2020.

**28. Controlling party**

The academy trust is run by the Senior Leadership Team on a day to day basis. Strategic decisions are made by the trustees. There is no ultimate controlling party. Since the academy trust had three members at the year end, each with 33.33% of the voting rights, these individuals are each deemed to be persons with significant control.