



# **SHARE MULTI ACADEMY TRUST**

**(A Company Limited by Guarantee)**

**Annual Report and Financial Statements**

**Year ended 31 August 2020**



**Company registration number: 07729878 (England and Wales)**

# **SHARE MULTI ACADEMY TRUST**

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# SHARE MULTI ACADEMY TRUST

## TRUSTEES' REPORT

### Reference and Administrative Details

<b>Members</b>	A Ahmed (until 14 October 2019) M Campbell (from 17 September 2018) A Kent (from 16 March 2018) E Lewis (from 2 July 2018) K Wallett (from 22 March 2020)
<b>Board of Directors</b>	A Kent (Chair) (from 17 July 2018) M Day (from 17 July 2018) M Dunkley (from 17 July 2018) J Glazzard (from 5 December 2019) N Javaid (from 5 December 2019) J Keay (from 17 July 2018) J McNally (from 4 August 2011) (chief executive officer and accounting officer) D Quinn (from 20 September 2020) L Rawlinson (from 3 October 2019)
<b>Audit &amp; Risk Committee</b>	M Dunkley (Chair) (from 1 January 2018, chair from 22 March 2019) A Ahmed (from 1 September 2018 until 14 October 2019) M Campbell (from 17 November 2018) E Lewis (from 1 September 2018) K Wallett (from 22 March 2020) V White (from 12 May 2016)
<b>Company Secretary</b>	C Potterton
<b>Senior Management Team:</b> Chief Executive Officer Director of School Improvement Director of Finance Director of Operations	J McNally L Sykes (from 1 May 2019) C Potterton D Howard
<b>Company Name</b>	SHARE Multi Academy Trust
<b>Principal and Registered Office</b>	Huddersfield Road Shelley, Huddersfield, HD8 8NL
<b>Company Registration Number</b>	07729878
<b>Independent Auditor</b>	Wheawill & Sudworth Limited 35 Westgate, Huddersfield, HD1 1PA
<b>Bankers</b>	Lloyds Bank 1 Westgate, Huddersfield, HD1 2DN
<b>Solicitors</b>	Schofield Sweeney LLP Church Bank House, Church Bank, Bradford, BD1 4DY

## SHARE MULTI ACADEMY TRUST

### TRUSTEES' REPORT (continued)

The trustees present their annual report together with the financial statements and auditor's report of the charitable company for the period 1 September 2019 to 31 August 2020. The annual report serves the purposes of both a trustees' report, and a directors' report under company law. The trustees are, for the purposes of this report, members, non-executive directors of the trust and the Chief Executive Officer, by virtue of his role.

The trust operates 3 primary academies, 2 secondary academies and one 'through-school' academy, consisting of one secondary and two primary sites, in West Yorkshire with a combined student capacity of 4,610, and a roll of 4,346 in the October 2020 school census.

### Structure, Governance and Management

#### Constitution

The trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the academy trust. The trustees of SHARE Multi Academy Trust are also the directors of the charitable company for the purposes of company law. The charitable company operates as SHARE Multi Academy Trust. Details of the trustees who served during the year, and to the date these accounts are approved are included in the Reference and Administrative Details on page 1.

#### Members' liability

As a charitable company limited by guarantee, SHARE Multi Academy Trust has Members who have a similar role to the shareholders in a company limited by shares. Most notably they:

- are signatories to the articles of association which includes definition of the trusts' charitable objects and governance structure;
- may, by special resolution, amend the articles of association;
- appoint new, or remove existing, Members or Trustees, and issue direction to the trustees to take a specific action;
- appoint the trust's auditors and receive the annual audited accounts; and
- have power to change the name of the charitable company and ultimately, wind up the multi academy trust.

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

#### Trustees' indemnities

The trust subscribes to the Department for Education's (DfE) risk pooled arrangement (RPA) for insuring its activities. In accordance with normal commercial practice this includes protecting trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on trust business. The RPA provides cover up to £10,000,000 on any one claim and the cost for the year ended 31 August 2020 is included in the policy cost, which is based on a per pupil rate.

#### Methods of recruitment and appointment or election of trustees

The number of members will not be less than 3, but not subject to any maximum. Members of the trust may appoint up to 10 trustees by ordinary resolution. Members may also appoint staff trustees and co-opted trustees through such process as they may determine. Members appoint the Board of Directors on the basis of skills and experience, to enable the Board of Directors to undertake its responsibilities effectively.

The first trustees are those persons named in the statement delivered pursuant to sections 9 and 12 of the Companies Act 2006. Future trustees shall be appointed or elected in accordance with the Memorandum and Articles of Association.

The Chief Executive Officer may be a trustee for as long as he/she remains in office. The Director of Finance is likely to be co-opted to Board of Directors meetings, subject to the board's approval. Each non-executive director will normally serve a term of 4 years. Subject to remaining eligible to be a particular type of trustee, any trustee may be re-appointed or re-elected. The trustees may appoint co-opted trustees. The trustees may not co-opt an employee of the trust as a co-opted trustee if thereby the number of trustees who are employees of the trust would exceed one third of the total number of trustees (including the Chief Executive Officer).

## SHARE MULTI ACADEMY TRUST

### TRUSTEES' REPORT (continued)

Parents are represented on local governing bodies, who must elect two parent governors (or where it is not reasonably practicable to do so, a grandparent or a person who is a parent of a child of compulsory school age). Where a vacancy for a parent governor exists, nominations can be sought from the parents of registered students at the academy. Where the number nominated exceeds the number of vacancies, a secret ballot is held. If insufficient parents are nominated, the board may appoint a parent governor.

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

The Board of Directors is responsible for ensuring safeguarding children and young people, including child protection matters, exceeds minimum statutory and government advisory standards. They may appoint one or more designated non-executive directors to ensure this responsibility is fully met. The board holds responsibility for ensuring that all new trustees are adequately inducted and trained in order to fulfil their duties. To assist directors with this responsibility, local governing bodies are expected to name a local governor to work with the designated non-executive director(s).

Newly appointed trustees follow an induction programme that includes attending courses on the role of the trustee and their statutory responsibilities. A number of visits to academies to work within an appointed function extend their understanding to help make key informed decisions at committee or full trustee meetings. The trust provides training for trustees on Teaching & Learning, Child Protection and Financial Management.

The trust subscribes to the Local Authority Governor Learning and Development (GLAD) package which consists of a range of tools (training courses, trustee bulletins, discussion forums/networks, annual conferences and a range of ad hoc materials) for both newly appointed and long-serving trustees. 'Modern Governor' is an e-learning tool included in this package which is valuable in that it enables access to information at any time. Trustees are also members of the National Governors' Association and 'The Key', an online directory of resources and advice for school governors.

#### **Organisational structure**

Members are responsible for ensuring that the trust fulfils its obligations as set out in its Funding Agreement with the Secretary of State for Education and its Articles of Association.

The Board of Directors provides leadership for the trust, ensuring clarity of vision, ethos and strategic direction. They hold the Chief Executive Officer to account for the educational performance of the trust and its students. They consult with Local Governing Bodies to ensure stakeholders from each school have the opportunity to guide trust policy and question policy decisions. They oversee the financial performance of the trust, making sure that its money is well spent, and ensure that the trust complies with charitable and company law.

The Board of Directors delegate day-to-day operation of the trust to the Chief Executive Officer. The delegated responsibilities are clearly described in the Trust Scheme of Delegation. The trust has an Audit & Risk Assurance Committee which reports to the Board of Directors. The committee includes independent members, who are not involved in any decisions relating to the finances anywhere in the trust.

The trust is an equal opportunities employer and is mindful of its obligations under the Equalities Act 2010. The trust works alongside external agencies as necessary to enable support for disabled persons. The trust provides resources for work place assessments and makes reasonable adjustments where able.

#### **Arrangements for settling pay and remuneration of key management personnel**

Pay and remuneration of the trust's key management personnel is determined by processes described in the trust's scheme of delegation. The Remuneration Committee, comprising of non-executive directors undertake robust and transparent processes to ensure the salary of the Chief Executive Officer and other senior personnel is fair and provides good value for money. The remuneration committee reports its recommendations to the Board of Directors.

## SHARE MULTI ACADEMY TRUST

### TRUSTEES' REPORT (continued)

#### Trade union facility time

Under the provisions of the Trade Union (Facility Time Publication Requirements) Regulations 2017, academy trusts employing more than 49 full time equivalent employees throughout any 7 months within the reporting period, must include information included in Schedule 2 of the Regulations, as follows:

#### Relevant union officials

Number of employees who were relevant union officials during the relevant period (full time equivalent)	0
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#### Percentage of pay bill spent on facility time

The total cost of facility time	0
The total pay bill	19,869,225
Percentage of the total pay bill spent on facility time	0%

#### Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours	0
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#### Related parties and other connected charities and organisations

During this financial year, there have been no transactions entered into with a related party and/or other connected charities or organisations other than those disclosed in the financial statements (note 26).

#### Engagement with employees (included disabled persons)

The Companies (Miscellaneous Reporting) Regulations 2018 require companies with more than 250 employees to summarise action taken during the period that demonstrates how employers engage with their employees (including disabled persons). The trust has met this requirement as follows:

#### How we provide information on matters of concern to our staff

Examples include: -

- Regular staff briefings from Human Resources, including updates regarding consultation on pay negotiations, reminders regarding the importance of printing wage slips for employees own records, signposting information as to how to access the organisation's counselling service etc.
- Weekly staff meetings across all eight sites with agendas generally set at a local level, provide opportunities for staff to raise any concerns they may have. In addition, half termly meeting between Headteachers and the Central Executive Team are scheduled;
- Operating an open-door policy for all our staff throughout the trust
- Daily email messages from the CEO to academy leaders;
- Letters to staff on at least a half-termly basis; and -
- During COVID-19, meetings and briefings have continued, using technology such as Microsoft Teams.

#### Consulting employees or their representatives regularly so that the views of employees can be considered in making decisions which are likely to affect their interests

We do not have locally appointed representatives but we do have a number of employees that work alongside our recognised trade unions in an informal capacity. We receive feedback centrally to Human Resources via discussions with our regional representatives with whom we work closely. For information, we have established relationships with the NEU, ASCL, GMB, The Voice and UNISON. We continue to consult with our trade union representatives regarding our opening plans and risk assessments throughout the COVID-19 pandemic which is helping reassure our staff through this difficult time.

#### Encouraging the involvement of employees in the trusts' performance

We invest in robust recruitment days to ensure we recruit the right person in the right job. A good candidate has researched the trust and understands the academy and the catchment area it serves. We hold a SHARE MAT training day across the trust every year to ensure new recruits and existing employees understand the trusts' Improvement Plan, and the role they have to play in raising attainment for all students. Training days are determined locally but align to the trust's vision and ethos. Employees are encouraged to set and work towards trust and academy targets through a highly effective appraisal system. We operate a "Standards Tracker" system for performance management so that we have consistent performance targets agreed for teaching and support staff. This ensures consistency and clarity for staff who understand the common aims and goals of the trust as well as an awareness of factors affecting performance. Staff who conduct appraisals receive training annually and have access to support that ensures performance related pay decisions are fair, communicated and robust.

## SHARE MULTI ACADEMY TRUST

### TRUSTEES' REPORT (continued)

#### The trust's policy in respect of applications for employment from disabled persons and the treatment of employees who become disabled

The trust Recruitment and Selection Policy ensures that candidates with a disability are treated fairly and not discriminated against either directly or indirectly. Applications are anonymous so that selection panels are unaware that candidates may have declared themselves with a disability. The Administration Manager in each academy takes responsibility for ensuring reasonable adjustments are in place during the selection process so that the candidate is not at a disadvantage.

The trust has invested in a new Management Information System that will enable key performance data to be collated regarding the workforce profile and performance, including the percentage of employees with a disability. Examples of how we have supported employees absent due to disability related absence by supportive referrals and implementing reasonable adjustments can be provided as required, alongside examples of recently appointed staff with disabilities.

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

At the centre of our engagement with suppliers, customers and other business relationships, is our ethos to ensure we receive and deliver value for money, treat everyone equally and operate in a transparent and fair manner. We foster our business relationship with suppliers, customers and others through:

- our communication and relationships which are delivered in a professional manner;
- timely payment for goods and services;
- the operation of robust tendering and procurement procedures;
- ensuring all goods and services are procured through our official ordering process;
- monitoring annual spend per supplier;
- engaging with our customers to ensure they receive a good quality service; and
- careful vetting of suppliers and customers.

### **Objectives and Activities**

#### **Objects and aims**

The principal object and activity of the charitable company is to advance education in the UK for the public benefit, in particular by establishing, maintaining, carrying on, managing and developing the trust and offering a broad curriculum. In setting objectives and planning activities, the trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

#### **Our vision**

We want to transform education for the better, raising aspirations in our diverse communities, increasing knowledge and developing the skills our children and young people need to make their lives rewarding and successful. Our academies will be the first choice for parents because we provide a safe, nurturing environment, excellent academic standards, a rich curriculum, first class support and a wealth of opportunities to learn and grow.

#### **Our mission**

We seek for every one of our students and members of staff to enjoy coming to our academies and for all of us to try our very best in everything we do. We help everybody gain the knowledge, skills and habits that can lead to a happy and successful life, both now and in the future. We summarise this mission as: "Valuing People, Supporting Personal Best". We believe that helping people feel valued increases the chances of them achieving their personal best, which is the highest standard we can expect anybody to achieve.

## SHARE MULTI ACADEMY TRUST

### TRUSTEES' REPORT (continued)

#### Our values

We have three guiding values:

##### Discover

Our students should:

- Discover the interests and talents that will help them be successful now and in the future;
- Never stop learning about themselves and the world around them.

Our staff should:

- Continuously seek and test out best practice, always seeking to improve the education and support we can offer all our students.

##### Commit

We all should:

- Try our best in every activity and keep trying until we cannot reasonably do anymore;
- Accept responsibility for our actions and efforts;
- Provide moral leadership and act when we can change something for the better.

##### Care

We all should:

- Respect and care about ourselves, our environment, our future and our personal wellbeing;
- Care about the wellbeing of others;
- Live by the shared values that are necessary for a healthy community;
- Provide a safe and caring environment for learning and work;
- Be respectful of different cultures, beliefs or personal characteristics.

#### Our strategic objectives

<b>Our children &amp; young people</b> <ul style="list-style-type: none"> <li>• EVERY student will be well cared for, grow in confidence and feel valued;</li> <li>• ALL our students will make exceptional academic progress, regardless of starting points;</li> <li>• EVERY student will access a broad and rich curriculum; and</li> <li>• Our students will leave us equipped with the skills and knowledge they need to be successful in the next stage of their learning or employment.</li> </ul>	<b>Our people (workforce)</b> <ul style="list-style-type: none"> <li>• Our staff will live by and drive our values;</li> <li>• Our staff will feel they are valued partners in our trust's success;</li> <li>• We will invest in our staff by providing the best professional and career development programs available in schools;</li> <li>• We will recruit and retain the best staff; and</li> <li>• Our staff will be experts in researching and applying best practice.</li> </ul>
<b>Our parents and community</b> <ul style="list-style-type: none"> <li>• All our academies will be oversubscribed, reflecting their popularity with parents;</li> <li>• A significant number of parents will participate in consultations and play an active role in local governance; and</li> <li>• Our academies will support their local communities, helping to deliver local priorities.</li> </ul>	<b>Our environment &amp; resources</b> <ul style="list-style-type: none"> <li>• We will provide a safe, attractive and stimulating learning environment for every learner;</li> <li>• Each academy will be financially robust, able to withstand future funding pressures; and</li> <li>• Our students will have access to the best learning resources available.</li> </ul>

#### Improvement Plan

In addition to our strategic objectives, we have a detailed improvement plan for the period 2019 to 2021. The plan encompasses trust growth and activities to raise standards in our academies. A copy is available on the trust's website. The areas we will focus on in the 2020-21 academic year are:

- Securing the highest standards of behaviour in all our academies;
- Providing the highest levels of quality of education for all our students, including those from disadvantaged backgrounds and those with special educational needs and/or disabilities;
- Delivering training and support to our staff, so they are able to provide every student with a broad, balanced and challenging curriculum;



## SHARE MULTI ACADEMY TRUST

### TRUSTEES' REPORT (continued)

- Support our new staff, including new heads of school and deputy headteachers, through good quality induction, training and coaching;
- Helping our students achieve the highest standards of behaviour and attendance; and
- Achieving best value for money, so each academy is financially secure.

We have been able to continue our training programme with modifications since schools re-opening in September, by using technology to facilitate remote meetings and holding socially-distanced events for small numbers in school.

#### Public benefit

In setting our objectives and planning our activities, the trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties. The principal public benefit delivered by the trust is the provision of a high-quality education to students, and is evidenced through the results achieved.

### Strategic Report

#### Achievements and performance

The trust is in its sixth year of operation and the total students in the year ended 31 August 2020 were as follows:

Nursery	43	(2019: 66)
Reception to Year 8	1,932	(2019: 1,980)
Year 9 to Year 11	2,112	(2019: 2,123)
Year 12 to Year 13	259	(2019: 202)

(October 2020 census)

#### Examination Results

In light of the government's decision to scrap public examinations in 2020 because of the COVID-19 outbreak, students received centre assessed grades. The grades were submitted by teachers after a moderation process involving subject leaders and heads of school. Primary school tests and assessments were also cancelled.

#### Overall Accomplishments

Our academies reviewed and improved their curriculum plans, to raise standards in all subjects. Some secondary academies made the decision to return to teaching the full national curriculum up to the end of year 9, to enable all students to complete a broad and balanced curriculum, before choosing GCSE and vocational options. The trust provided training and coaching to support these changes. Quality assurance activities, including discussions with teachers, meetings with students and work reviews were also undertaken, helping leaders to refine plans throughout the year. External progress checks were also conducted, led by a consultant with considerable experience of leading OFSTED inspections. The checks confirmed good progress was being made. We also reviewed the quality of our safeguarding processes and behaviour, confirming our academies provide a safe, nurturing environment for all our students.

#### Partnership developments

In late summer 2020, SHARE Multi Academy Trust provided a joint headteacher to help build leadership capacity at a local secondary comprehensive school. The position is likely to last for most of the 2020-21 academic year. We have also signed a school improvement partnership agreement with the school, covering the 2020-21 academic year.

#### Response to COVID-19 restrictions and the national lockdown

We are very proud of the way in which staff responded to the lockdown in March 2020. We continued to offer full time places to the children of key workers and those who needed extra support, throughout the lockdown period. We also successfully re-opened our academies to year 10 students and primary school students in June 2020. In the early stages of the lockdown we delivered food to families in need and sourced vouchers for local supermarkets. We also provided laptops and other resources to eligible students. Throughout the lockdown period, teachers set work for students to help prevent them from falling too far behind in their studies. By the end of the summer term, virtually all students had engaged in this work. Our staff maintained welfare checks with families, visiting homes and offering support where appropriate. We have invested in new ICT software, including Microsoft Teams, which has considerably improved our ability and capacity to deliver learning to students remotely. Alongside this investment we have also trained our staff, to help them deliver remote lessons and provide other online learning resources.

## SHARE MULTI ACADEMY TRUST

### TRUSTEES' REPORT (continued)

#### Shelley College – other accomplishments

Prior to COVID-19 restrictions Shelley College offered a vast range of enriching experiences above and beyond the outstanding work achieved in the classroom. We hosted a range of trips and expeditions to UK and overseas destinations, musical and theatrical productions, sports and cultural activities, and charity events and competitions. These, combined with the academic curriculum, give opportunities to develop all the skills and attributes that enable our students to be happy and successful beyond school. A flavour of these activities is recorded in our weekly bulletin to parents. Copies can be viewed or downloaded from the College website. Throughout the year a number of events were held to raise money for charitable causes nominated by our student leaders. We hope to be able to offer this range of activities again when restrictions are lifted in 2021.

We supported students and their families throughout lockdown, continuing to provide an education for the children of key workers and those needing extra support. We also provided free school meals for the families who needed them and an extensive range of on-line lessons and other learning resources.

#### Thornhill Community Academy – other accomplishments

Despite the challenges brought by COVID-19, it has been a hugely positive year for Thornhill Community Academy. Our underpinning principles of 'be nice; work hard', which reflect the trust values of 'Valuing People, Supporting Personal Best' were at the forefront of ensuring our students have been supported, challenged and engaged throughout lockdown and into the new academic year. Remote learning forms one of the key targets for 2020-21, and staff and students are proud of the work done to embed Microsoft Teams as a normal 'way of working' as we continue to ensure an excellent education for all, despite COVID-19. Complementing the academic expectations, which extremely remain high and are underpinned by the 'COVID-19 catch-up' curriculum, is the extensive pastoral support given to students. We believe that the measure of a community is how it treats its most vulnerable, at its most vulnerable time, and those students who need additional support can access that through our SEND team, our ASC (Autistic Spectrum Condition) unit and our on-site alternative provision (The Bridge). Expectations of behaviour remain exceptionally high; we believe that students are at the academy to learn, and teachers to teach – consequently low level disruption is very rare. Our new rewards system sits aside this, and further incentivises students to do the basics of what is required very well: being nice, and working hard.

#### Royds Hall Community School – other accomplishments

Royds Hall students and staff are very proud to be part of the community and are open and welcoming. Prior to COVID-19 restrictions, staff offered extensive extra-curricular opportunities and experiences to further develop in all areas. Students are offered many opportunities to participate in extra-curricular activities. Students are encouraged to lead by example, and demonstrate high levels of personal effectiveness. Some notable events that our students participated in prior to restrictions include: A French Alps trip, a variety of sporting events, Music for Youth programme, Mosaic Mentoring and Restart a Heart training. In addition to this, our students have achieved great personal successes with individuals representing Kirklees at the West Yorkshire X Country Championships and being selected for the County Netball team and the Manchester Netball Super League Development Squad.

During the period of lockdown, we contacted 150 families per week to offer additional support to them. We delivered food parcels to those in need. Staff secured additional support from external agencies because of the increased vulnerabilities some families experienced as a direct result of the lockdown. We also worked hard to develop a robust online learning system. We faced many challenges and staff worked relentlessly to manage those challenges, keeping our students and community at the centre of everything we did. At Royds Hall we lived and breathed the values of 'valuing people, supporting personal best' and as a result, we are exceptionally proud of what we achieved.

The whole educational experience at Royds Hall is designed to enable our students to make a positive contribution and allow students to develop the knowledge, skills and life experiences needed to take advantage of the opportunities available to them in later life. Students leaving Royds Hall are respectful, caring and responsible citizens with a strong ambition to succeed.

## **SHARE MULTI ACADEMY TRUST**

### **TRUSTEES' REPORT (continued)**

#### **Heaton Avenue Primary School - other accomplishments**

At Heaton Avenue, we have been extremely busy both in and outside the classroom over the past year and it has been amazing to see how much our school community has pulled together during this unprecedented period. Our curriculum offer has gone from strength to strength due to the introduction of our curriculum fact files. These have enabled us to concentrate on exposing students to the driver of 'what's possible' within their community and surroundings whilst also delivering a wide ranging, ambitious body of knowledge. Our offer has also extended out to trips, visits, enrichment activities and residential trips with lots of exciting opportunities planned in over the coming year including visits to London and the east coast! The autumn and spring term also led to lots of fantastic extracurricular and community opportunities such as our ever-popular Young Voices festival, MacMillan coffee morning, parental workshops, Fire Fit interventions, Stay and Play sessions, Halloween Disco, Christmas grotto and fayre, pantomimes in school, MC Grammar concert, Valentine's disco, Forgotten Forest trips and World Book Day events throughout school. Our ERASMUS project continued with staff and students continuing to make connections with children and teachers from our partner countries in Spain and Italy. Further activities have seen students participate in numerous inter school competitions in football, netball and dance as well as taking part in local finals at these events. Our ambassadorial award saw our 2019-20 inductees appointed and these students represented our school, once again, at numerous events, including working alongside the Diana Trust to become Anti Bullying Ambassadors. The period during the national lockdown really demonstrated the reach into the community that we try and foster at Heaton Avenue with over 250 free school meals and over 300 work packs delivered to homes by staff. The academy remained open throughout the lockdown period to provide meals for families who required them and we were able to provide childcare during the Easter and half term holidays to a steady flow of approximately 50 children. We are looking forward to the new year with great anticipation and can't wait to get our students back settled and learning again!

#### **Millbridge Junior, Infant & Nursery School - other accomplishments**

In the lead up to school closure, we made a fantastic start to the year. Our new curriculum was up and running and we were extremely happy that our students were knowing more and remembering more, whilst being exposed to a range of possibilities and increasing their 'cultural capital'. Coverage was broad and balanced and standards across the curriculum were improving dramatically. Unfortunately trips and visits were affected by closure, so not many went ahead. Our House Captains represented us beautifully at the Remembrance Service at the local Cenotaph and did us proud when they went to meet the Mayor. They also helped staff to host a coffee morning to raise money for Macmillan - some of the entries submitted by students to the baking competition were amazing! Google Legends paid us a visit in the Autumn term, teaching our students about internet safety and the MC Grammar concert held near Christmas was a huge success. Clubs such as rugby, football, drama and circuit training continued successfully until we closed. The Helping Hands of Millbridge, with the support of the team, pulled off fantastic Halloween Discos for each Key Stage and a wonderfully festive Christmas Fair. The children particularly enjoyed the Christmas Enterprise event, where they planned, designed and made products to sell to parents. The class who earned the most profit got to decide what to spend it on. During closure, our team really pulled out the stops to ensure that our students were catered for both educationally and socially/emotionally.

#### **Cowlersley Primary School – other accomplishments**

This year, staff have worked hard on ensuring the curriculum is meeting the needs of our students with a particular focus on deepening understanding in maths. All students now have the opportunity to complete a range of graduated, problem-solving tasks moving from Do to Solve. We also launched our Resilient Reader style of comprehension across school which enables the students to engage with stimulating texts and timed challenges which extend vocabulary. We also welcomed MC Grammar to our school and students and parents alike enjoyed watching the teachers 'rap battle' about adverbs and subordinate clauses! The academy hosted a range of Christmas events, including a well-attended Christmas fair and Carols by candlelight-which raised money towards new books and resources. Students also performed in the annual Christmas nativity as well as an additional Remembrance Day celebration with the school choir performing both in and out of the academy. There were plenty of chances to dress up across the year, such as World Book day and our Times tables 'dress like a rock star' day. Sporting opportunities included a girls' football tournament (organised by Huddersfield town foundation) where our key stage 2 students showed resilience and determination in coming close to reaching the finals despite fierce opposition! In February, students also benefited from a visit from local superstar boxer Fes Batista, who inspired the children with his story and anti-bullying message. Although our school year was met with unprecedented challenges due to COVID-19, this gave us the opportunity to reach out into the community with numerous work packs sent out to families and free school meals provided. Staff, students and parents embraced new ways of communicating and working online with regular posts and videos on Class Dojo.

## SHARE MULTI ACADEMY TRUST

### TRUSTEES' REPORT (continued)

#### Beech Primary School – other accomplishments

Developing the curriculum to ensure it meets the specific needs of our students has been the key focus at Beech Primary this year. Leaders and teachers spent time looking at how students could be given key experiences and learning opportunities that were missing from their development. Many of the trips, experiences and visitors to school were arranged to provide a greater level of enrichment to students. For example, EYFS and KS1 classes were given guinea pigs to care for. They took a bus trip to Huddersfield Library where they met the librarians and checked out books on how to care for pets. In order to help raise the profile of reading in school, groups of students were given the opportunity to visit other school and listen to inspirational talks by famous authors. We even had a whole school visit by Jennifer Killick, a wonderful children's author who worked with every class to develop their writing skills. As always, we encouraged our students to give back to the community and those in need. Our tradition of providing Harvest Festival food packages to local elderly residents continued, and one class took part in the local Peace Festival alongside other schools and the local church and the whole school raised over £500 for Sports Relief.

We supported students and their families throughout lockdown, continuing to provide an education for the children of key workers and those needing extra support. We also provided free school meals for the families who needed them and an extensive range of on-line lessons and other learning resources.

#### Luck Lane Primary School – other accomplishments

The students at Luck Lane Primary have been provided with a reduced range of opportunities and experiences this year due to COVID-19. All key Stage 2 students attended St Mark's Church Longwood for their annual carol concert, Reception, Year 1 and Year 2 all took part in Nativity plays and our dance group took part in the annual Kirklees Schools' Strictly Pennine Dance Festival at the Laurence Batley Theatre. Our Year 5 students attended the St Marks's Church to take part in The Local Peace Festival where they also displayed some of their thought-provoking artwork along with work from five local primary schools. This year we celebrated Diversity Day, where students celebrated each other's differences, was marked by all students across the school dressing up or bringing in something from home that makes them special and unique. We also marked Hello Yellow Day where we wore something yellow to mark Mental Health Awareness and wore odd socks in recognition of Down Syndrome Day as we have three Downs Syndrome students in our school. We have taken part as a whole school in International Languages Day and The Big Draw, an online Art Festival and we have supported the UK Genetic Disorders charity by supporting Jeans for Genes Day. Many students accessed our wide range of lunch and after-school clubs, which have included football, dance, gymnastics, Lego club, netball and rugby. To raise funds for our PTA, everyone enjoyed a cinema night, purchasing presents for parents and loved ones at our Christmas shop and danced the evening away at our Halloween disco. Charitable events this year have included a non-uniform day for Children in Need, a MacMillan Bake-Off, taking part in Maths activities for NSPCC Number Day and support for the Poppy Appeal. Visitors to school have included, The Owl Experience and Satellite Arts Drama Company, The Book People, The Penguin Theatre Group and the NSPCC.

#### National Teaching School activity

Shelley College is the lead school for Green Light Teaching School Alliance. The DfE are making significant changes to the teaching school system by replacing 750 national teaching schools with 87 centres of excellence for teacher training and development known as Teaching School Hubs. Shelley College is eligible to apply for the Hub status. The Chief Executive Officer is a National Leader of Education (NLE). Support was provided for a number of schools, both within and outside the trust, identifying strengths and areas for development. The alliance also deployed a number of Specialist Leaders of Education, including the Trust's Director of School Improvement, to help raise standards in other schools. Feedback has been very positive.

The teaching schools successfully recruited 25 trainee teachers for September 2020, having previously supported 26 to achieve qualified teacher status in the 2019-20 academic year. Of the teachers who qualified, 90% gained employment in education with 65% gaining employment in GLA alliance schools. High quality professional development such as NPQ's, ECT support programme, Aspiring Senior Leaders programme and the OLEVI Creative Teacher Programme have supported improvements in teaching and leadership across the alliance.

## SHARE MULTI ACADEMY TRUST

### TRUSTEES' REPORT (continued)

#### Quality Assurance Activity

Considerable work has been undertaken across the trust to help raise standards further. Quality assurance and professional development activities include:

- Peer reviews, led by an external consultant who frequently leads OFSTED inspections;
- Learning walks conducted by the Chief Executive Officer (who has also led inspections) and Headteachers;
- Learning walks conducted by the Director of School Improvement, alongside senior leaders to ensure consistency;
- Training on the trust's quality assurance and appraisal systems by the Director of School Improvement;
- Subject specific support, led by the trust's Directors of English, Mathematics, MFL and Science;
- Moderation of self-evaluation and school improvement plans by the Chief Executive Officer;
- Joint training programmes covering leadership, pedagogy, curriculum, behaviour and many aspects of school work;
- Reviews of the academies supported by the trust;
- Analysis of student performance data and teachers' assessments.

All of the above activities have been reported to trustees throughout the year.

#### Other Key performance indicators

Additional Key Performance Indicators (including financial) reported to trustees include:

- % of staffing costs to GAG funding;
- % of staffing costs over expenditure; and
- unit costs per student (revenue and capital).

#### Going concern

After making appropriate enquiries, the Board of Directors has a reasonable expectation that the academy trust has adequate resources to continue in operational existence for the foreseeable future. Financial forecasts have been prepared for the three years 2020/21 to 2022/23 which indicate that the trust will be able to finance its activities out of existing reserves. 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.

#### Promoting the success of the company

The Companies (Miscellaneous Reporting) Regulations 2018 require large companies to include a statement in their strategic report describing how they have had regard to the following matters:

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

Our commitment to "Valuing People, Supporting Personal Best" drives all our success and our reputation for providing high standards of education and care for our people. Our improvement plan for 2019-20 focused on:

#### Raising standards in the Quality of Education we provide for our students

In 2019-20 we overhauled our curriculum plans, particularly in our primary academies and at key stage 3 in our secondary academies. This will lead to higher standards in more subjects, with students knowing more and remembering more of the curriculum. We can say with confidence that our students are given a broad and balanced curriculum, plenty of opportunities to develop personal skills and the chance to study subjects in depth. In the longer term, our students will be better prepared for further study and have a broader knowledge base for learning.

#### Insisting on the highest standards of behaviour

We expect the highest standards of behaviour, to support a good learning environment and help prepare our students to be positive citizens in the future. We have worked hard in some of our academies to instil this sense of responsibility. We have also improved support for students who find the school environment challenging, enabling them to achieve and develop strategies for managing emotions.

## SHARE MULTI ACADEMY TRUST

### TRUSTEES' REPORT (continued)

#### Reducing costs, whilst improving standards

Our academies face a challenging financial environment, with employee and other operating costs increasing compared to income. Our secondary schools are full but some of our primary schools are undersubscribed and we have had to reduce costs. We have done so without reducing standards and after proper consultation with staff affected. We will need to keep reducing costs as our academies move towards a national funding formula.

#### Improving teacher workload and offering an attractive working environment

We set reasonable expectations for assessing students' work and collecting assessment data from staff, recognising our main focus should be on planning and delivering great lessons, checking students' understanding and helping students to achieve. We have piloted the Early Career Framework for teachers, providing some of our recently qualified teachers enhanced training opportunities and more non-contact time to plan effective lessons. This has improved our ability to retain staff and enhanced their promotion prospects. We will continue to support our staff. People who apply to work for us tell us they like our values and the emphasis on helping people achieve their best.

#### Other partnerships

We have built strong working partnerships with other schools, academies and local authorities. We work closely with other agencies, such as the NHS, social services and the police, to help young people and support the health of our communities. Our students and older students regularly volunteer to support community or charity events and have led the way in encouraging young people to get involved with local democracy. We value the high profile we enjoy in our local communities and believe we have a strong reputation for acting in an ethical manner.

#### Financial review

The majority of the trust's income is obtained from the Department for Education (DfE), via the Education & Skills Funding Agency (ESFA) in the form of recurrent 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.

The trust also receives grants for fixed assets from the ESFA in accordance with the Charities Statement of Recommended Practice, 'Accounting and Reporting by Charities' (SORP 2015). Such grants are shown in the Statement of Financial activities as restricted income in the fixed asset fund. The restricted fixed asset fund balance is reduced by annual depreciation charges over the expected useful life of the assets concerned.

During the year ended 31 August 2020, the total restricted expenditure (excluding restricted capital expenditure) of £27.3m was covered by recurrent grant funding from the ESFA, other incoming resources, and unspent funds from earlier years. The deficit of expenditure over income for the year (excluding fixed asset funds) was £0.7m.

At 31 August 2020, the net book value of fixed assets was £57.2m and movements in tangible fixed assets are shown in note 12 to the financial statements. The value of fixed assets includes the assets that were 'donated' by Kirklees Council as part of the transfer agreement. The assets were used exclusively for providing education and the associated support services to the students of the trust. The deficit in the Local Government Pension Scheme (LGPS) is recognised on the balance sheet in accordance with the provisions of FRS 102.

#### Reserves policy

The trustees consider it prudent that the trust maintains sufficient reserves to meet unexpected expenditure, and the level is reviewed annually. The review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. Under the funding agreement with the Secretary of State, the trust was not subject to a limit on the amount of General Annual Grant (GAG) that it could carry forward at 31 August 2020.

At 31 August 2020, the trust held fund balances of £45.5m comprising £0.8m of unrestricted funds, £57.1m of restricted fixed asset funds, £2.4m of restricted general funds and a pension fund deficit of £14.8m.

## SHARE MULTI ACADEMY TRUST

### TRUSTEES' REPORT (continued)

The deficit in the pensions reserve relates to the Local Government Pension Scheme inherited from the local authority on conversion. The deficit has arisen due to the trust's share of pension scheme liabilities being in excess of the trust's share of pension scheme assets. It is planned that general funds will be used to ensure financial viability in the short to medium term as we face uncertainty in the national funding framework. It will also be used for funding building and refurbishment projects outlined in our capital plan.

#### Investment policy

Trustees seek to achieve a balance between return and investment risk to achieve a reasonable return on the funds available in any given year. The funds of the trust are held in bank deposit and current accounts (including interest bearing accounts), which are low risk investments.

#### Principal risks and uncertainties

The principal risks and uncertainties facing the trust relate to student numbers and the formulae used for calculating funding. The trust has considered what these risks might be, and how to manage them or deal with the outcome. These are published in the trust Risk Policy and Register.

The trust's dealings with financial instruments are limited to bank accounts, creditors and debtors. This limitation serves to minimise credit and liquidity risks when this is combined with the nature of the trust's debtors (being principally government bodies) and therefore the risk to cash flow is also minimal.

The trust has not undertaken any borrowing nor entered into any financial leases in the financial year ended 31 August 20. Cash flow is monitored on a regular basis, and cash that is surplus in the short term (6-8 weeks) is transferred to a high interest account. All creditors are paid within specified payment terms and no interest has been charged in respect of late payments for this period. Similarly, debtor invoices are raised promptly, and grants and income claimed at the earliest opportunity.

The trustees have assessed the major risks to which the trust is exposed, in particular those relating to teaching, provision of facilities and other operations areas of the trust, and its finances. The key risks have been determined as:

- the impact on academic performance arising from COVID-19;
- academic performance – ensuring academic performance of our students remains high;
- health and safety issues – a student, employee or visitor is injured;
- recruitment and safeguarding risks – e.g. recruiting someone unsuitable to work with children;
- legal risks – i.e. risk that legislative requirements are not complied with (eg Child Protection Act, General Data Protection Regulations);
- falling student roll – risk that the trust fails to recruit sufficient students or that numbers decline;
- financial risks – uncertainty regarding future government funding streams; and
- failure to educate – for example preparing a student for the wrong syllabus.

Trustees have implemented a number of systems to assess risks that the trust faces, especially in the operations area (eg. in relation to employment procedures, teaching and learning, health and safety, bullying and school trips) and in relation to the control of finance. They have reviewed systems, including operational procedures (eg. vetting of new staff and visitors, security of the school site) and internal financial controls (see below) in order to minimise risk. Where significant financial risk still remains they have ensured that they have adequate insurance cover.

Insurance cover was reviewed when the trust was incorporated, and additional cover was taken out when the trust opened, to cover all eventualities, including business continuity cover, staff travel insurance and additional trustee liability insurance. This was reviewed prior to renewal in September 2019 to ensure that cover was adequate.

#### Fundraising

All such fundraising conforms to the recognised standards in the Charities (Protection and Social Investment) Act 2016, section 13 Fundraising. Trustees have referred to the Charity Commission publication "Charity fundraising: a guide to trustee duties (CC20). The trust's approach to funding is to pursue fundraising activities that will benefit the students at the trust, and that of the local community. The trust has not worked with any commercial participators or professional fundraisers in the year to 31 August 2020, nor does it intend to do so in the foreseeable future.

## SHARE MULTI ACADEMY TRUST

### TRUSTEES' REPORT (continued)

Fundraising in the year to 31 August 2020 has been restricted to activities undertaken in our primary schools by voluntary PTA's who organised events for fundraising throughout the year, which include summer and Christmas fairs, and outings and social activities. The participants are the students of the schools and their families and friends, who participate voluntarily. The academies in the trust are mindful of their responsibility to protect the public, including vulnerable people, and do not participate in unreasonably intrusive or persistent fundraising approached and undue pressure to donate.

The trust 'Charging and Remission Policy' sets out where contributions are requested for school activities (eg to undertake a school trip or outing), the contributions requested are on a voluntary basis. There have been no complaints about any of the above activities.

#### Streamlined energy and carbon reporting

UK Greenhouse gas emissions and energy use data for the period - 1 September 2019 to 31 August 2020	
Energy consumption used to calculate emissions (kWh) 2	5,719,747
Energy consumption break down (kWh) (optional)	
• gas	
• electricity	
• transport fuel	
Scope 1 emissions in metric tonnes CO2e Gas consumption	718.31
Owned transport – mini-buses	1.39
Total scope 1	649.12
Scope 2 emissions in metric tonnes CO2e	
Purchased electricity	419.40
Scope 3 emissions in metric tonnes CO2e	
Business travel in employee owned vehicles	2.32
Total gross emissions in metric tonnes CO2e	1,141.43
Intensity ratio Tonnes CO2e per pupil	0.26

#### Quantification and Reporting Methodology

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

#### Intensity measurement

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

#### Measures taken to improve energy efficiency

We have increased video conferencing technology for staff meetings, which has reduced the need for travel between sites.

#### Plans for future periods

Trustees will continue to focus on school improvement, helping our students to be effective learners and to achieve the highest academic standards. We will ensure our students follow a broad, knowledge-rich curriculum and develop the skills they need to be successful in the future. We recognise that children and young people will need more support in the coming months and years because of the COVID-19 outbreak. We will help our students to fill any gaps in their knowledge. We will also provide emotional and practical support, to help them overcome any worries or difficulties they have had to face because of the pandemic. To provide this support, we will invest in catch-up programmes, technology to support remote learning and staff training. We will also ensure our academies are as safe as can be, to reduce the risk of the virus spreading.

We are keen to grow our trust further and would welcome approaches from other schools that share our values and determination to provide the highest educational standards. We believe in building strong partnerships to help improve educational standards.

#### Funds held as custodian trustee on behalf of others

The trust holds funds on behalf of other schools in the local area under the Shelley Pyramid Partnership. The surplus balance held as at 31 August 2020 is £8,442, and is being carried forward within unrestricted funds.



## SHARE MULTI ACADEMY TRUST

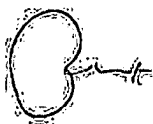
### TRUSTEES' REPORT (continued)

#### Auditor

Insofar as the trustees are aware:

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

The Trustees' Report, incorporating a strategic report, approved by order of the board, on 10 December 2020, and signed on behalf of the board by:



**A Kent**  
Chair of the Board of Directors

## SHARE MULTI ACADEMY TRUST

### GOVERNANCE STATEMENT

#### Scope of responsibility

As trustees, we acknowledge that we have overall responsibility for ensuring that SHARE Multi 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 Directors has delegated the day-to-day responsibility to the chief executive officer, 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 SHARE Multi Academy Trust and the Secretary of State for Education. They are also responsible for reporting to the Board of Directors any material weaknesses or breakdowns in internal control.

#### Governance

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

The Board	Meetings Attended	Out of a possible
A Kent	6	6
M Day	5	6
M Dunkley	6	6
J Glazzard	3	5
N Javaid	3	6
J Keay	2	6
J McNally	6	6
L Rawlinson	6	6

#### Governance Reviews

There are no key changes in the composition of the board of trustees. During the autumn and spring terms, the board of directors assessed its own effectiveness using the Charity Commission's matrix of questions on governance, finance and resilience. The findings suggest the board has a broad skill set and understanding of the critical issues facing the trust, and what it needs to focus on. A detailed action plan will be agreed at its first meeting in the new academic year. The board plans to undertake a self-evaluation on an annual basis, supported by periodic external reviews.

The Audit & Risk Assurance Committee is a committee of the board. Its purpose is to:

- assist the decision making of the trustees by enabling more detailed consideration to be given to the best means of fulfilling the boards' responsibility to ensure sound management of the trust's finances;
- ensure that the trust undertakes proper planning, monitoring and probity;
- make appropriate comments and recommendations on such matters to the trustees;
- ensure financial management procedures are secure and minimise risk of abuse or fraud; and
- refer major issues to the board for ratification.

Particular issues dealt with in the year included:

- internal audit work;
- expansion of committee membership to include a wider breadth of experience; and
- review of risk management framework and priorities.

## SHARE MULTI ACADEMY TRUST

### GOVERNANCE STATEMENT (continued)

Attendance during the year at meetings of the Audit & Risk Assurance Committee was as follows:

	Meetings Attended	Out of a possible
M Dunkley (chair)	3	3
J McNally	3	3
M Campbell	3	3
K Walleth (from 22 March 2020)	1	1
V White	2	3

The chief executive officer supported local governing bodies, to help them make the transition to working within the trust's scheme of delegation and undertake their responsibilities effectively.

#### Review of value for money

As accounting officer, the chief executive officer has responsibility for ensuring that the trust delivers good value in the use of public resources. The accounting officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

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

- reviewing teaching and support staffing structures across the trust;
- ensuring the Green Light Teaching School Alliance is an on-going concern in its own right and does not, therefore, require any subsidy from the trust; and
- reviewing central services and charges across the trust.

#### The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in SHARE Multi Academy Trust for the period 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 has reviewed the key risks to which the trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board is of the view that there is a formal on-going process for identifying, evaluating and managing the trust's significant risks that has been in place for the period 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.

#### Risk and control framework

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

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports, which are reviewed and agreed by the board;
- regular reviews by the Audit & Risk Assurance Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- setting targets to measure financial and other performance;
- clearly defined purchasing (asset purchase or capital investment) guidelines;
- delegation of authority and segregation of duties; and
- identification and management of risks.

## SHARE MULTI ACADEMY TRUST

### GOVERNANCE STATEMENT (continued)

The board has considered the need for a specific internal audit function and has decided not to appoint an internal auditor. However, the directors have appointed Wheawill & Sudworth, the external auditor, to perform additional checks.

The internal audit role includes giving advice on financial matters and performing a range of checks on the trust's financial systems. In particular, checks carried out in the current period included:

- establishing the procedures and controls that should be in operation for the selected area;
- determine whether these were in operation as prescribed; and
- assess whether they are adequate and generally fit for purpose.

On an annual basis, the auditor reports to the board, through the Audit & Risk Assurance Committee on the operation of the systems of control and internal audit work completed during the year. The internal auditor has delivered their schedule of work as planned. No major problem or risk areas were identified.

#### Review of effectiveness

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

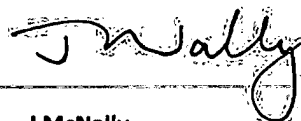
- the work of the external auditor;
- financial management and governance self-assessment process; and
- the work of the executive managers within the trust who have responsibility for the development and maintenance of the internal control framework.

The accounting officer has been advised of the implications of the result of their review of the system of internal control by the Audit & Risk Assurance Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the members of the board on 10 December 2020, and signed on its behalf by:



**A Kent**  
Chair of the Board of Directors



**J McNally**  
Accounting Officer

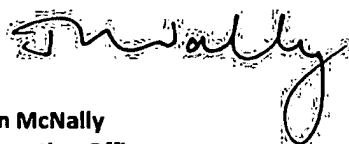
## SHARE MULTI ACADEMY TRUST

### STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE

As accounting officer of SHARE Multi Academy Trust, I have considered my responsibility to notify the board 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 the board is 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 and the ESFA.



**John McNally**  
**Accounting Officer**  
10 December 2020

## SHARE MULTI ACADEMY TRUST

### STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with the Annual Accounts Direction published by the Education & Skills Funding Agency (ESFA), 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 the incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

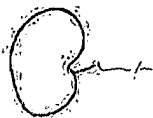
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 and the Academies Accounts Direction 2018 to 2019;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare 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 to the requirements both of propriety and good financial management. They are also responsible for ensuring grants received from the Education & Skills Funding Agency and Department for Education 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 Directors on 10 December 2020, and signed on its behalf by:



**A Kent**  
Chair of the Board of Directors

## SHARE MULTI ACADEMY TRUST

### Independent Auditor's Report on the Financial Statements to the Board of Directors of SHARE Multi Academy Trust

#### Opinion

We have audited the financial statements of SHARE Multi Academy Trust Limited (the 'academy trust') for the year ended 31 August 2020, with the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and 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 2015 and the Academies Accounts Direction 2019 to 2020 issued by the Education & 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 2015 and the Academies Accounts Direction 2019 to 2020 issued by the Education & Skills Funding Agency.

#### Basis for opinion

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

#### Conclusions relating to going concern

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the 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 trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

## SHARE MULTI ACADEMY TRUST

### Independent Auditor's Report on the Financial Statements to the Board of Directors of SHARE Multi Academy Trust (continued)

#### Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic report and the Board of Directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the Board of Directors' report have been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the academy trust and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the Board of Directors' 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 set out on page 20, the trustees 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.

#### Auditor's responsibilities for the audit of the financial statements

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the academy trust's internal control;



## SHARE MULTI ACADEMY TRUST

### Independent Auditor's Report on the Financial Statements to the Board of Directors of SHARE Multi Academy Trust (continued)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees;
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the academy trust's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the academy trust to cease to continue as a going concern; and
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

#### 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 auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the academy trust and the academy trust's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Wheawill & Sudworth Limited*

David Butterworth (Senior Statutory Auditor)  
For and on behalf of Wheawill & Sudworth Limited,  
Chartered Accountants and Statutory Auditor  
35 Westgate  
Huddersfield  
HD1 1PA

10 December 2020

## SHARE MULTI ACADEMY TRUST

### Independent Reporting Accountant's Assurance Report on Regularity to SHARE Multi Academy Trust and the Education & Skills Funding Agency

In accordance with the terms of our engagement letter dated 14 October 2019 and further to the requirements of the Education & 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 SHARE Multi Academy Trust during the period 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 SHARE Multi Academy Trust and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to SHARE Multi Academy Trust and ESFA those matters that 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 SHARE Multi Academy Trust and ESFA, for our work, for this report, or for the conclusion we have formed.

#### Respective responsibilities of SHARE Multi Academy Trust's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of SHARE Multi Academy Trust's funding agreement with the Secretary of State for Education dated 1 September 2011, the Deed of Variation dated 20 March 2015, the Supplemental Funding Agreements dated 20 March 2015, 24 March 2015, and 21 January 2016 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 UK 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 period 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 2018 to 2019 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.

#### Conclusion

In the course of our work, nothing has come to our attention that suggests that in all material respects the expenditure disbursed and income received during the period 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 that govern them.

*Wheawill + Sudworth Limited*

David Butterworth (Senior Statutory Auditor)  
For and on behalf of Wheawill & Sudworth Limited,  
Chartered Accountants and Statutory Auditor

10 December 2020

# SHARE MULTI ACADEMY TRUST

## Statement of Financial Activities for the year ended 31 August 2020

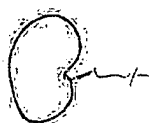
(including Income and Expenditure Account)

		Unrestricted Funds £'000	Restricted General Funds £'000	Restricted fixed asset Funds £'000	Total 2020 £'000	Total 2019 £'000
<b>Income and endowments from:</b>	<b>Note</b>					
Donations and capital grants	2			597	597	579
Transfer from local authority on conversion						37,260
Charitable activities:						
Funding for the trust's educational operations	3	25	26,199		26,224	22,582
Teaching Schools		167			167	111
Other trading activities	4	365	282		647	934
Investments	5	4			4	4
<b>Total</b>		<b>561</b>	<b>26,481</b>	<b>597</b>	<b>27,639</b>	<b>61,470</b>
<b>Expenditure on:</b>						
Charitable activities:						
Trust's educational operations	6	(290)	(27,353)	(2,830)	(30,473)	(25,676)
Teaching Schools	6	(167)			(167)	(69)
<b>Total</b>		<b>(457)</b>	<b>(27,353)</b>	<b>(2,830)</b>	<b>(30,640)</b>	<b>(25,745)</b>
<b>Net income/(expenditure)</b>		<b>104</b>	<b>(872)</b>	<b>(2,233)</b>	<b>(3,001)</b>	<b>35,725</b>
Transfers between funds	17		(184)	184		
<b>Other recognised gains/(losses)</b>						
Actuarial (losses)/gains on defined benefit pension schemes	25		(1,992)		(1,992)	(4,955)
Transfers in of pension deficits from local authority	25					(2,733)
<b>Net movement in funds</b>		<b>104</b>	<b>(3,048)</b>	<b>(2,049)</b>	<b>(4,993)</b>	<b>28,037</b>
<b>Reconciliation of funds</b>						
Total funds brought forward		745	(9,520)	59,299	50,524	22,487
<b>Total funds carried forward</b>		<b>849</b>	<b>(12,568)</b>	<b>57,250</b>	<b>45,531</b>	<b>50,524</b>

**SHARE MULTI ACADEMY TRUST****Balance Sheet as at 31 August 2020****Company Number 07729878**

	Notes	2020 £'000	2020 £'000	2019 £'000	2019 £'000
<b>Fixed Assets</b>					
Tangible assets	12		57,250		59,296
<b>Current Assets</b>					
Stock	13	52		45	
Debtors	14	434		1,128	
Cash at bank and in hand		4,565		2,951	
		<u>5,051</u>		<u>4,124</u>	
<b>Liabilities</b>					
Creditors: Amounts falling due within one year	15	(2,010)		(2,056)	
<b>Net current assets</b>			<u>3,041</u>		<u>2,068</u>
<b>Total assets less current liabilities</b>			<u>60,291</u>		<u>61,364</u>
<b>Net assets excluding pension liability</b>			<u>60,291</u>		<u>61,364</u>
 Defined benefit pension scheme liability	 25		 (14,760)		 (10,840)
<b>Total net assets</b>			<u>45,531</u>		<u>50,524</u>
<b>Funds of the Trust:</b>					
<b>Restricted Funds</b>					
Fixed asset fund	17		57,250		59,299
Restricted income fund	17		2,192		1,320
Pension reserve	17		(14,760)		(10,840)
<b>Total restricted funds</b>			<u>44,682</u>		<u>49,779</u>
 Unrestricted income funds	 17		 849		 745
<b>Total funds</b>			<u>45,531</u>		<u>50,524</u>

The financial statements on pages 21 to 48 were approved by the trustees, and authorised for issue on 10 December 2020, and are signed on their behalf by:



**A Kent**  
**Chair of the Board of Directors**

# SHARE MULTI ACADEMY TRUST

## Statement of Cash Flows for the year ended 31 August 2020

	Notes	2020 £'000	2019 £'000
<b>Cash flows from operating activities</b>			
Net cash provided by (used in) operating activities	21	1,795	766
<b>Cash flows from investing activities</b>	22	4	4
<b>Capital expenditure</b>	22	(185)	3
<b>Cash transferred on conversion to an academy trust</b>	23		1,065
<b>Change in cash and cash equivalents in the reporting period</b>		<u>1,614</u>	<u>1,838</u>
<b>Cash and cash equivalents at 1 September 2019</b>		2,951	1,113
<b>Cash and cash equivalents at 31 August 2020</b>	24	<u>4,565</u>	<u>2,951</u>

# SHARE MULTI ACADEMY TRUST

## Notes to the Financial Statements for the year ended 31 August 2020

### 1 Statement of Accounting Policies

SHARE Multi Academy Trust is a private company limited by guarantee incorporated in England. The address of the registered office and the principal place of business are given in the Reference and Administrative Details given on page 1 of these financial statements. The nature of the academy trusts' operations and principal activities are set out in the Trustees' Report on page 1. A summary of the principal accounting policies adopted (which have been applied consistently, except where noted), judgements and key sources of estimation uncertainty, is set out below.

#### Basis of preparation

The financial statements of the trust, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their 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. The financial statements are prepared in sterling, which is the functional currency of the trust and rounded to the nearest £'000.

#### Going concern

The board assess whether the use of going concern is appropriate, that is, whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The board made this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the trust has adequate resources to continue in operational existence for the foreseeable future and that there are no material uncertainties about the trust's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements. To assist with this analysis financial forecasts have been prepared for the three years 2020-21 to 2022-23. Whilst further operating deficits are anticipated, these are at reduced levels and can be financed out of existing reserves.

This assessment has also taken into account the uncertainty caused by COVID-19 and the operational action plans put in place by trust leaders. These are considered to be an effective response to maintain both educational standards and working capital resources.

#### Income

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

#### Grants

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of meeting any performance-related conditions there is not unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met. Where entitlement occurs before income is received, the income is accrued. General Annual Grant is recognised in full in the Statement of Financial Activities in the year for which it is receivable and any abatement in respect of the period is deducted from income and recognised as a liability. Capital grants are recognised in full when there is an unconditional entitlement to the grant. Unspent amounts of capital grants are reflected in the balance in the restricted fixed asset fund. Capital grants are recognised when there is entitlement and are not deferred over the life of the asset on which they are expended.

#### Sponsorship income

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

#### Donations

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

#### Other Income

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

## SHARE MULTI ACADEMY TRUST

### Notes to the Financial Statements for the year ended 31 August 2020 (continued)

#### 1 Statement of Accounting Policies (continued)

##### Donated goods, facilities and services

Goods donated for resale are included at fair value, being the expected proceeds from sale less the expected costs of sale. If it is practical to assess the fair value at receipt, it is recognised in stock and 'Income from other trading activities'. Upon sale, the value of the stock is charged against 'Income from other trading activities' and the proceeds are recognised as 'Income from other trading activities'. Where it is impractical to fair value the items due to the volume of low value items, they are not recognised in the financial statements until they are sold. The income is recognised within 'Income from other trading activities'.

##### Transfer on conversion

Where assets and liabilities are received by the academy trust on conversion to an academy, the transferred assets are measured at fair value and recognised in the balance sheet at the point when the risks and rewards of ownership pass to the academy trust. An equal amount of income is recognised for the transfer of an existing academy into the academy trust within Donations and capital grant income to the net assets acquired.

##### Transfer of existing academies into the academy trust

Where assets and liabilities are received on the transfer of an existing academy into the academy trust, the net assets are measured at fair value and recognised in the balance sheet at the point when the risks and rewards of ownership pass to the academy trust. An equal amount of income is recognised for the transfer of an existing academy into the academy trust within Donations and capital grant income to the net assets acquired.

##### Donated fixed assets (excluding transfers on conversion/into trust)

Where the donated good is a fixed asset, it is measured at fair value, unless it is impractical to measure this reliably, in which case the cost of the item to the donor should be used. The gain is recognised as income from donations and a corresponding amount is included in the appropriate fixed asset category and depreciated over the useful economic life in accordance with the trust's accounting policies.

##### 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 classed 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 that contribute to more than one activity and support costs that are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

##### Expenditure on raising funds

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

##### Charitable activities

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

##### Tangible fixed assets

Assets costing £1,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

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

# SHARE MULTI ACADEMY TRUST

## Notes to the Financial Statements for the year ended 31 August 2020 (continued)

### 1 Statement of Accounting Policies (continued)

Where tangible fixed assets have been acquired with unrestricted funds, depreciation on such assets is charged to the unrestricted fund. Depreciation is provided on all tangible fixed assets other than freehold land, at rates calculated to write off the cost of each asset on a straight line basis over its expected useful life, as follows:

Freehold buildings	25 years
Leasehold buildings	25 years
Furniture and equipment	10 years
Plant and machinery	10 years
Computer equipment	3 years
Projectors	5 years
Motor vehicles	7 years

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use and reclassified to freehold or leasehold land and buildings. A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

#### Liabilities

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

#### Provisions

Provisions are recognised when the trust has an obligation at the reporting date as a result of a past event that it is probable will result in the transfer of economic benefits and the obligation can be estimated reliably. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within the interest payable and similar charges.

#### Leased assets

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

#### Financial instruments

The trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the trust and their measurement basis 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. Amounts due to the charity's wholly owned subsidiary are held at face value less any impairment;
- Cash at bank: classified as a basic financial instrument and is measured at face value; and
- Financial liabilities: trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in notes 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. Amounts due to a charity's wholly owned subsidiary are held at face value less any impairment.

#### Stock

Catering stocks and consumables are valued at the lower of cost or net realisable value.



## SHARE MULTI ACADEMY TRUST

### Notes to the Financial Statements for the year ended 31 August 2020 (continued)

#### 1 Statement of Accounting Policies (continued)

##### Taxation

The trust is considered to pass the tests set out in Paragraph 1 of Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the trust is potentially exempt from taxation in respect of income or capital gains received within categories covered by part 11, chapter 3 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

##### Pension benefits

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. As stated in note 25, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded 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 is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

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

##### Fund accounting

Unrestricted income funds represent those resources that may be used towards meeting any of the charitable objects of the trust at the discretion of the trustees. Restricted fixed asset funds are resources that are to be applied to specific capital purposes imposed by funders where the asset acquired or created is held for a specific purpose.

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

##### Critical accounting estimates and areas of judgment

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

##### *Critical accounting estimates and assumptions*

The trust makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions, will, by definition, seldom equal the related actual results. 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.

## SHARE MULTI ACADEMY TRUST

### Notes to the Financial Statements for the year ended 31 August 2020 (continued)

#### 1 Statement of accounting policies (continued)

The present value of the LGPS 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 (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 25, will impact the carrying amount of the pension liability.

Furthermore, a roll forward approach that projects results from the latest full actuarial valuation performed at 31 March 2016 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.

##### Reserves

The trust holds an appropriate level of unrestricted reserves available for general purpose use. The ESFA do not impose any restriction on the level of reserves held, but can challenge the level if deemed to be excessive. To avoid such challenge, clear plans for its use is made in the trustees' report.

The trust holds reserves to inform the budget and risk management process by identifying uncertainty in future income streams, for funding new projects (eg premises and infrastructure) and achieving a balanced budget. The amount of cumulative reserves held at the end of the 5-year medium term plan, is based on a percentage of the in-year GAG income, and is determined through the budget planning cycle.

##### Reserves should be set within the following parameters:

Secondary Schools	-	Minimum of 5% and Maximum of 12%
Primary Schools	-	Minimum of 8% and Maximum of 12%

As part of the budget setting process, the board must approve both the current year plan and the cumulative reserves held. Reserves falling outside the above bands will require academies to provide the board with a rationale for the decision, with a plan of how reserves will be maintained at the published levels over the 5-year medium term plan. This should be in writing and approved by the board.

##### Conversion to Multi Academy Trust

The conversion from a state maintained school to a Multi Academy Trust, involves the transfer of identifiable assets and liabilities and the operation of the schools within the trust for £nil consideration. The substance of transfers is deemed a gift and is accounted for on that basis.

Assets and liabilities transferred on conversion to the trust are valued at their fair value, with the long leasehold of land & buildings and the pension scheme (deficit) balance independently valued at the date of transfer. The amounts are recognised under the appropriated balance sheet categories, with a corresponding amount recognised in voluntary income – transfer from local authority on conversion in the Statement of Financial Activities and analysed under unrestricted funds, restricted general funds and restricted fixed asset funds.

##### Central services

The key price for partner schools is the percentage of the GAG, plus Early Years Funding, that will be retained centrally, and was set at 7.25% (4.3% for secondary schools and 5.5% for primary schools in 2018-19). This covers essential services such as finance systems, Human Resources advice and support, premises and compliance management, and ICT management and support, together with a contribution towards the central management costs. In 2019, key support areas were centralised, transferring staff from academies to central teams – hence the increase in the key price, which has been offset by savings at academy level. The key price comprises 2 elements - a topslice, plus a service charge for central services provided. Charges are reviewed annually, to ensure the range of services provided is value for money, effective and of the highest quality.

## SHARE MULTI ACADEMY TRUST

### Notes to the Financial Statements for the year ended 31 August 2020 (continued)

#### 2 Donations and capital grants

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000	Total 2019 £'000
Capital grants		597	597	578
Donated fixed assets				
Other donations				1
		597	597	579

Income from donations and capital grants was £597,000 (2019: £579,000) of which £nil (2019: £1,000) was attributable to unrestricted funds and £597,000 (2019: £578,000) was attributable to restricted general funds. £597,000. (2019: £578,000) was received as grants to be spent on capital items and includes grants received from capital improvement funds with specific project restrictions.

#### 3 Funding for the trust's educational operations

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000	Total 2019 £'000
<b>DfE/ESFA Grants</b>				
General Annual Grant (GAG)		22,098	22,098	19,744
Start-up Grants				
Other DfE Group Grants		2,557	2,557	1,656
Teaching School Grants				
		24,655	24,655	21,400
<b>Other Government Grants</b>				
Local Authority Grants	25	1,513	1,538	1,176
Other income from the academy trust's educational operations				6
<b>Exceptional government funding</b>				
Coronavirus Job Retention Scheme grant		13	13	
Coronavirus exceptional support		18	18	
	25	26,199	26,224	22,582

The trust has been eligible to claim additional funding in the year from the government support schemes in response to the coronavirus outbreak. The funding received is shown above under 'exceptional government funding'. The funding received for coronavirus support covers 13k for the provision of meals for disadvantaged pupils and the children of key workers attending school during the lockdown period, additional cleaning of school premises and PPE procured to enable us to keep our schools safe. The trust also furloughed staff employed at a sports centre in one of our schools. The funding received of 18k relates to staff costs in respect of 5 staff which are included within note 8 below.

Funding for the trust's educational operations was £26,224,000 (2019: £22,582,000) of which £25,000 (2019: £nil) was attributable to unrestricted funds, and, £26,200,000 (2019: £22,582,000) was attributable to restricted general funds.

## SHARE MULTI ACADEMY TRUST

### Notes to the Financial Statements for the year ended 31 August 2020 (continued)

#### 4 Other trading activities

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000	Total 2019 £'000
School Trips	253	253	253	281
Hire of Facilities	75	75	75	90
Catering Income	54	54	54	91
Curriculum Income	27	27	27	16
Teacher training income	81	81	81	66
Extended Schools	44	44	44	75
Staff consultancy income	14	14	14	10
Staff absence insurance income	65	-	65	110
Other Income	32	2	34	195
	<u>365</u>	<u>282</u>	<u>647</u>	<u>934</u>

Income from other trading activities was £647,000 (2019: £934,000), of which £365,000 (2019: £632,000) was attributable to unrestricted funds, and, £282,000 (2019: £302,000) was attributable to restricted general funds.

#### 5 Investment income

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000	Total 2019 £'000
Short term deposits	4	4	4	4
	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>

Investment income was £4,000 (2019: £4,000), all of which was attributable to unrestricted funds.

#### 6 Expenditure

	Non Pay Expenditure			Total	Total
	Staff Costs	Premises	Other	2020	2019
	£'000	£'000	£'000	£'000	£'000
Expenditure on raising funds					
Trust's educational operations:					
Direct costs	19,533	2,759	1,801	24,093	19,107
Allocated support costs	2,876	2,398	1,106	6,380	6,569
Teaching School			167	167	69
	<u>22,409</u>	<u>5,156</u>	<u>3,074</u>	<u>30,640</u>	<u>25,745</u>

£457,000 (2019: £743,000) of the above expenditure was attributable to unrestricted funds, £27,353,000 (2019: £23,331,000) was attributable to restricted general funds and £2,830,000 (2019: £1,671,000) was attributable to restricted fixed asset funds.

## SHARE MULTI ACADEMY TRUST

### Notes to the Financial Statements for the year ended 31 August 2020 (continued)

#### 6 Expenditure (continued)

	2020	2019
	£'000	£'000
Net income/(expenditure) for the period includes:		
Depreciation	2,830	1,649
(Gain)/Loss on disposal of fixed assets	-	4
Operating lease rentals	36	30
Fees payable to auditor for:		
audit	17	17
other services	16	10

#### 7 Charitable activities

	Total 2020 £'000	Total 2019 £'000
Direct Costs: educational operations	24,118	19,107
Support Costs: educational operations	6,355	6,638
	<u>30,473</u>	<u>25,745</u>

	Total 2020 £'000	Total 2019 £'000
Support staff costs	2,852	3,221
Depreciation	71	40
Premises costs	2,326	2,056
Other support costs	1,033	1,255
Governance costs	73	66
<b>Total support costs</b>	<u>6,355</u>	<u>6,638</u>

#### 8 Staff

	Total 2020 £'000	Total 2019 £'000
<b>Staff costs</b>		
Staff costs during the period were:		
Wages and salaries	15,349	13,853
Social security costs	1,418	1,335
Operating costs of defined benefit pension schemes	3,070	2,703
Apprenticeship Levy	62	60
	<u>19,899</u>	<u>17,951</u>
Supply staff costs	549	751
Staff restructuring costs	33	-
	<u>20,481</u>	<u>18,702</u>
Staff restructuring costs comprise:		
Redundancy payments	33	-

## SHARE MULTI ACADEMY TRUST

### Notes to the Financial Statements for the year ended 31 August 2020 (continued)

#### 8 Staff (continued)

Included in staff restructuring costs are non-contractual severance payments totalling £nil (2019: £nil). Individually, the payments were: £nil.

##### Staff numbers

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

	2020		2019	
	FTE	Number	FTE	Number
Teachers	212	265	256	282
Administration and support	203	342	232	363
Management	34	36	33	42
	<u>449</u>	<u>643</u>	<u>521</u>	<u>687</u>

##### Higher paid staff

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

	2020	2019
£60,001 - £70,000	7	6
£70,001 - £80,000	4	2
£80,001 - £90,000	1	2
£90,001 - £100,000	3	2
£100,001 - £110,000	-	-
£110,001 - £120,000	-	-
£120,001 - £130,000	-	-
£130,001 - £140,000	1	1

##### Key management personnel

The key management personnel of the trust comprise the non-executive directors and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the trust was £1,327,274 (2019: £1,109,802).

#### 9 Central services

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

- human resources;
- payroll services;
- central management;
- financial services;
- ICT services;
- legal services;
- educational support services; and
- premises and compliance management.

## SHARE MULTI ACADEMY TRUST

### Notes to the Financial Statements for the year ended 31 August 2020 (continued)

#### 9 Central services (continued)

The trust charges for these services based upon a flat percentage of income. The rate was 7.25% (2019: 4.3% secondary and 5.5% primary). The key price for partner schools is the percentage of the GAG, plus Early Years Funding, that will be retained centrally, and was set at 7.25% (4.3% for secondary schools and 5.5% for primary schools in 2018-19). In 2019, key support areas were centralised, transferring staff from academies to central teams – hence the increase in the key price, which has been offset by savings at academy level. The key price comprises 2 elements - a topslice, plus a service charge for central services provided. Charges are reviewed annually, to ensure the range of services provided is value for money, effective and of the highest quality. The actual amounts charged during the year were as follows:

	2020	2019
	£'000	£'000
Shelley College	465	267
Thornhill Community Academy	349	172
Royds Hall Community School (secondary)	341	208
Heaton Avenue Primary	121	91
Millbridge Junior, Infant & Nursery	103	76
Cowlersley Primary	59	49
Beech Primary School	45	27
Luck Lane Primary School	89	48
	<u>1,572</u>	<u>938</u>
	=====	=====

#### 10 Related party transactions: trustees' remuneration and expenses

One or more trustees have been paid remuneration or have received other benefits from an employment with the trust. The Chief Executive Officer and other staff trustees only receive remuneration in respect of services that they provide, undertaking the roles of Chief Executive Officer and staff members under their contracts of employment.

The value of trustees' remuneration and other benefits was as follows:

J McNally (chief executive officer and trustee): £135,000 - £140,000 (2019: £135,000 - £140,000)  
Employer's pension contributions paid £30,000 - £35,000 (2019: £20,000 - £25,000).

During the year to 31 August 2020, travel and subsistence expenses totalling £2,205 were reimbursed or paid directly to 2 trustees (2019: £3,042 to 2 trustees). A proportion directly related to expenses incurred performing OFSTED inspections, which are reimbursed to the trust.

Other related party transactions involving the Trustees are set out in note 26.

#### 11 Trustees' and officers' insurance

In accordance with normal commercial practice the trust has purchased insurance to protect trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on trust business. The insurance provides cover up to £10,000,000 on any one claim and the cost for the year ended was included in the ESFA risk protection arrangement.

## SHARE MULTI ACADEMY TRUST

### Notes to the Financial Statements for the year ended 31 August 2020 (continued)

#### 12 Tangible assets

	Leasehold Land and Buildings £'000	Furniture and Equipment £'000	Computer Hardware £'000	Motor Vehicles £'000	Total £'000
<b>Cost</b>					
at 31 August 2019	65,805	753	952	46	67,556
Additions	491	56	235	-	782
Disposals					
at 31 August 2020	<u>66,296</u>	<u>809</u>	<u>1,187</u>	<u>46</u>	<u>68,338</u>
<b>Depreciation</b>					
at 31 August 2019	7,092	383	754	31	8,260
Eliminated on disposal		-	-	-	
Charged in Year	2,593	89	143	3	2,828
at 31 August 2020	<u>9,685</u>	<u>472</u>	<u>897</u>	<u>34</u>	<u>11,088</u>
<b>Net book values</b>					
at 31 August 2020	<u>56,611</u>	<u>337</u>	<u>290</u>	<u>12</u>	<u>57,250</u>
at 31 August 2019	<u>58,710</u>	<u>370</u>	<u>198</u>	<u>15</u>	<u>59,293</u>

#### 13 Stock

	2020 £'000	2019 £'000
Consumables	52	45
	<u>52</u>	<u>45</u>

#### 14 Debtors

	2020 £'000	2019 £'000
Trade debtors	34	176
VAT recoverable	86	287
Prepayments and accrued income	314	665
	<u>434</u>	<u>1,128</u>



## SHARE MULTI ACADEMY TRUST

### Notes to the Financial Statements for the year ended 31 August 2020 (continued)

#### 15 Creditors: amounts falling due within one year

	2020 £'000	2019 £'000
Trade creditors	289	695
Other taxation and social security	367	361
Other creditors	365	293
Accruals and deferred income	989	707
	<u>2,010</u>	<u>2,056</u>
<b>Deferred Income</b>	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
Deferred income at 1 September	199	132
Released from previous years	(199)	(132)
Resources deferred in the year	801	199
	<u>801</u>	<u>199</u>
Deferred income at 31 August	<u>801</u>	<u>199</u>

At the balance sheet date, the trust was holding funds received in advance in regards to School Conditions Allocations funding of £403,000 (2019: nil). The trust did not have entitlement to the income at 31 August 2020 as monies had not yet been spent.

At the balance sheet date, the trust was holding funds received in advance for devolved capital funding of £53,000 (2019: £158,000). The trust did not have entitlement to the income at 31 August 2020 as the work had not been completed.

At the balance sheet date, the trust was holding funds received in advance for national non-domestic rates claims of £76,000. The trust did not have entitlement to the income at 31 August 2020.

Deferred income also includes £24,000 received for teacher training, £57,000 for pupil premium, £25,000 in relation to the sports centre, £37,000 for conversion sponsorship, £16,000 for diseconomies funding, £76,000 received in advance for school trips, activities, book deposits, etc. and other small amounts totalling £34,000. The trust does not have entitlement to these funds at the year end.

#### 16 Funds

	Balance at 1 September 2019 £'000	Incoming Resources £'000	Resources Expended £'000	Gains, Losses and Transfers £'000	Balance at 31 August 2020 £'000
<b>Restricted general funds</b>					
GAG	479	22,098	(20,391)	(184)	2,002
Other DfE/ESFA grants	539	1,352	(1,739)		152
Pupil Premium	40	1,202	(1,242)		
Local Authority grants	279	1,538	(1,785)		32
Pension reserve	(10,840)		(1,928)	(1,992)	(14,760)
Other grants	11	38	(35)		14
School fund	(28)	253	(233)		(8)
	<u>(9,520)</u>	<u>26,481</u>	<u>(27,353)</u>	<u>(2,176)</u>	<u>(12,568)</u>

## SHARE MULTI ACADEMY TRUST

### Notes to the Financial Statements for the year ended 31 August 2020 (continued)

#### 16 Funds (continued)

	Balance at 1 September 2019 £'000	Incoming Resources £'000	Resources Expended £'000	Gains, Losses and Transfers £'000	Balance at 31 August 2020 £'000
<b>Restricted fixed asset funds</b>					
Transfer on conversion	54,143		(2,409)		51,734
DfE/ESFA capital grants	3,283	597	(152)		3,728
Capital expenditure from GAG	1,873		(269)	184	1,788
	<u>59,299</u>	<u>597</u>	<u>(2,830)</u>	<u>184</u>	<u>57,250</u>
<b>Total restricted funds</b>	<b>49,779</b>	<b>27,078</b>	<b>(30,183)</b>	<b>(1,992)</b>	<b>44,682</b>
<b>Total unrestricted funds</b>	<b>745</b>	<b>561</b>	<b>(457)</b>		<b>849</b>
	<u>50,524</u>	<u>27,639</u>	<u>(30,640)</u>	<u>(1,992)</u>	<u>45,531</u>
<b>Total funds</b>	<b>50,524</b>	<b>27,639</b>	<b>(30,640)</b>	<b>(1,992)</b>	<b>45,531</b>

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

#### Restricted general funds

##### General Annual Grant

GAG is a recurrent grant paid by the ESFA, and is made up of 2 main elements:

- Core funding (the largest element of GAG, known as an academy's school budget share); and
- Educational Services Grant (to cover the cost of education services that the local authority performs on behalf of its maintained schools).

The trust's funding agreement restricts expenditure to the establishment, conduct, administration and maintenance of the trust. Under the funding agreement with the Secretary of State, the trust was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2020.

##### Other DfE/ESFA Grants

##### ~~Pupil Premium~~

Additional funding paid by ESFA to help support disadvantaged students and boost achievement to help close the attainment gap between them and their peers.

##### 16-19 Bursary Grant

A grant paid by the ESFA to tackle disadvantaged students from poorer backgrounds, by providing financial support to ensure that young people (aged 16-19) can participate in education and training, and to eliminate the gap in attainment. Use of the grant is restricted to provide grants to young people in care, who are on income support, or who are disabled. In addition, discretionary awards can be made that target young people facing financial barriers to participation.

## SHARE MULTI ACADEMY TRUST

### Notes to the Financial Statements for the year ended 31 August 2020 (continued)

#### 16 Funds (continued)

##### Local Authority Grants

###### *SEN Top-up Grant*

The local authority has a legal duty to ensure the statements of children with special educational needs (SEN) is fulfilled, and does this by paying the individually assigned funding and monitoring provision made by the trust. Use of the grant is restricted to the provision of support to the students identified.

###### *Early Years Funding*

The local authority provides funding to enable primary schools to provide 570 hours per year (over no fewer than 38 weeks) of free early education, until the child reaches compulsory school age.

##### School Fund

School funds are derived from the trust from charges made to students for school trips, visits and activities. Income received is restricted to meeting costs of school trips, visits and activities.

##### Shelley Pyramid Funds

Funds held on behalf of Shelley Pyramid schools are to fund delivery of sport activities from the National Sports Legacy Fund, collaboratively across all 20 schools in the pyramid.

##### Pensions Reserves

The fund is restricted to providing retirement benefits to members of the Local Government Pension Scheme (LGPS).

##### Other Restricted General Funds

Other restricted general funds are general funds of the trust, not material to disclose separately, where use of the funds is subject to external restrictions. This includes curriculum income, other local authority grants and bank interest.

#### Restricted fixed asset funds

##### DfE Capital Grants

###### *Devolved Formula Capital Allocation (DFCA)*

Paid by the ESFA to fund the costs of maintenance of the premises and grounds. It is restricted for improvements to buildings and other facilities, including ICT, or capital repairs/refurbishment in accordance with priorities set by each school.

##### Condition Improvement Grant

Funds available through a bidding process to the ESFA. Priorities for bids relate to significant building condition needs (including Health and Safety) that could not be met from DFCA funding and expansion of current facilities to address overcrowding or expansion. Funds allocated are restricted in accordance with the bid made.

##### School Condition Allocation Grant

An allocation of funding given to eligible bodies responsible for maintaining school buildings. School Condition Allocation is allocated on a formulaic (per pupil) basis to trusts who have more than 5 schools and at least 3,000 students

##### Assets Transferred from LA

The use of fixed assets inherited from the local authority on conversion is restricted by the terms of the funding agreement.

# SHARE MULTI ACADEMY TRUST

## Notes to the Financial Statements for the year ended 31 August 2020 (continued)

### 16 Funds (continued)

#### Analysis of academies by fund balance

Fund balances at 31 August 2020 were allocated as follows:

	2020 £'000	2019 £'000
Shelley College	1,188	803
Thornhill Community Academy	1,409	1,110
Royds Hall Community School (secondary)	705	443
Heaton Avenue Primary	(134)	42
Millbridge Junior, Infant & Nursery	209	123
Cowlersley Primary	(183)	(164)
Beech Primary	(234)	(198)
Luck Lane Primary	64	13
Central services	17	(107)
Total before Fixed Assets and Pension Reserve	3,041	2,065
Restricted Fixed Asset Fund	57,250	59,299
Pension Reserve	(14,760)	(10,840)
<b>TOTAL</b>	<b>45,531</b>	<b>50,524</b>

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

	Teaching and Educational Support staff Costs £'000	Other Support staff Costs £'000	Educational Supplies £'000	Other costs (Excluding Depreciation) £'000	Total £'000
Shelley College	4,689	1,011	294	574	3,568
Thornhill Community Academy	4,124	406	116	752	5,398
Royds Hall Community School	3,544	841	218	885	5,488
Heaton Avenue Primary School	1,560	147	69	419	2,195
Millbridge JI&N School	1,121	147	59	202	1,529
Cowlersley Primary School	683	80	84	155	1,002
Beech Primary School	593	78	45	95	811
Luck Lane Primary	1,051	117	65	194	1,427
Central services	240	939	129	195	1,503
<b>TOTAL</b>	<b>17,605</b>	<b>3,766</b>	<b>1,079</b>	<b>3,471</b>	<b>25,921</b>

	Total £'000
Represented by:	
Unrestricted Funds	457
Restricted General Funds	25,464
	<b>25,921</b>

#### Transfers

No transfers were approved during the year.

# SHARE MULTI ACADEMY TRUST

## Notes to the Financial Statements for the year ended 31 August 2020 (continued)

### 17 Analysis of net assets between funds

Fund balances at 31 August 2020 are represented by:

	Unrestricted Funds £'000	Restricted General Funds £'000	Restricted Fixed Asset Funds £'000	Total Funds £'000
Tangible fixed assets			57,250	57,250
Current assets	849	4,202		5,051
Current liabilities		(2,010)		(2,010)
Pension scheme liability		(14,760)		(14,760)
<b>Total net assets</b>	<b>849</b>	<b>(12,568)</b>	<b>57,250</b>	<b>45,531</b>

### 18 Contingent liabilities

	2020 £'000	2019 £'000
Contracted for, but not provided in the financial statements.		

### 19 Commitments under operating leases

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

	2020 £'000	2019 £'000
Amounts due within one year	13	25
Amounts due between one and five years	6	18
Amounts due after five years	-	-
	<b>19</b>	<b>43</b>

# SHARE MULTI ACADEMY TRUST

## Notes to the Financial Statements for the year ended 31 August 2020 (continued)

### 20 Reconciliation of net income to net cash inflow from operating activities

	2020	2019
	£'000	£'000
Net income/(expenditure) for the reporting period as per the SOFA	(3,001)	35,725
Depreciation (note 12)	2,828	1,646
Profit on disposal of fixed assets	-	(4)
Capital grants from DfE and other capital income	(597)	(578)
Interest receivable (note 5)	(4)	(4)
Defined benefit pension scheme costs less contributions payable (note 25)	1,353	487
Defined benefit pension scheme finance cost (note 25)	575	126
Current assets acquired on conversion	-	(1,038)
Fixed assets received on conversion	-	(36,168)
Decrease/(Increase) in stocks	(7)	(23)
Decrease/(Increase) in debtors	433	(765)
(Decrease)/Increase in creditors	215	1,362
<b>Net cash provided by/(used in) operating activities</b>	<b>1,795</b>	<b>766</b>

### 21 Cash flows from investing activities

	2020	2019
	£'000	£'000
Dividends, interest and rents from investments	4	4
Purchase of tangible fixed assets	(782)	(575)
Capital grants from DfE/ESFA	597	578
<b>Net cash provided by/(used in) investing activities</b>	<b>(181)</b>	<b>7</b>

### 22 Cash transferred on conversion to an academy trust

	2020	2019
	£'000	£'000
Thornhill Community Academy	-	902
Royds Hall Community School (secondary)	-	119
Beech Primary	-	21
Luck Lane Primary	-	23
<b>Net cash inflow from cash on conversion to an academy</b>	<b>-</b>	<b>1,065</b>

### 23 Analysis of cash and cash equivalents

	At 31 August 2020 £'000	At 31 August 2019 £'000
Cash in hand and at bank	-	2,951
<b>Total cash and cash equivalents</b>	<b>4,565</b>	<b>2,951</b>

## SHARE MULTI ACADEMY TRUST

### Notes to the Financial Statements for the year ended 31 August 2020 (continued)

#### 24 Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company, in the event of it being wound up while he/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.

#### 25 Pension and similar obligations

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

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

Contributions amounting to £364,691 were payable to the schemes at 31 August 2020 (2019: £293,371) and are included within creditors.

##### Teachers' Pension Scheme

###### Introduction

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

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

##### Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to 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 2019. 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 the TPS in the period amounted to £2,289,000 (2019: £1,452,000).

## SHARE MULTI ACADEMY TRUST

### Notes to the Financial Statements for the year ended 31 August 2020 (continued)

#### 25 Pension and similar obligations (continued)

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website; <https://www.teacherspensions.co.uk/news/employers/2019/06/publication-of-the-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 Local Government Pension Scheme (LGPS) is a funded defined benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2020 was £1,061,000 (2019: £900,000), of which employer's contributions totalled £771,000 (2019: £644,000) and employees' contributions totalled £290,000 (2019: £256,000). The agreed employer's contribution rates for future years increases by 0.3% per annum from 2020-21 (for 3 years), and a range from 5.5% to 12.5% for employees.

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

The scheme deficit at 31 August 2020 is £14,760,000 (2019: £10,840,000):

	At 31 August 2020	At 31 August 2019
<b>Principal actuarial assumptions</b>		
Rate of increase in salaries	3.45%	3.35%
Rate of increase for pensions in payment/inflation	2.2%	2.1%
Discount rate for scheme liabilities	1.7%	1.9%
Inflation assumption (CPI)	2.2%	2.1%

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

	At 31 August 2020	At 31 August 2019
<i>Retiring today</i>		
Males	21.8	22.2
Females	24.6	25.4
<i>Retiring in 20 years</i>		
Males	22.5	23.2
Females	25.7	27.2

##### Sensitivity analysis

	At 31 August 2020 £	At 31 August 2019 £
Discount rate +0.1%	29,074	25,380
Discount rate -0.1%	30,656	26,580
Mortality assumption – 1 year increase	28,775	25,116
Mortality assumption – 1 year decrease	30,925	26,839
CPI rate +0.1%	30,537	26,371
CPI rate -0.1%	29,193	25,581



# SHARE MULTI ACADEMY TRUST

## Notes to the Financial Statements for the year ended 31 August 2020 (continued)

### 25 Pension and similar obligations (continued)

The trust's share of the assets and liabilities in the scheme and the expected rates of return were:

	Fair value at 31 August 2020 £'000	Fair value at 31 August 2019 £'000
Equities	11,740	11,743
Property	649	666
Government bonds	1,464	1,589
Corporate bonds	754	681
Cash	257	288
Other	226	166
<b>Total market value of assets</b>	<b>15,090</b>	<b>15,133</b>

The actual return on scheme assets was a loss of £663,000 (2019: gain of £1,129,000).

Amounts recognised in the Statement of Financial Activities (SOFA)	2020 £'000	2019 £'000
Current service cost (net of employee contributions)	(1,353)	(487)
Past service costs	(377)	
Net interest cost	(198)	(126)
<b>Total operating charge</b>	<b>(1,928)</b>	<b>(613)</b>
<b>Total amount recognised in the SOFA</b>		

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

	2020 £'000	2019 £'000
<b>At 1 September</b>	<b>25,973</b>	<b>9,744</b>
Current service cost	2,124	1,131
Past service cost	377	
Interest cost	492	479
Employee contributions	290	256
Actuarial (gain)/loss	1,035	5,731
Net increase from acquisitions		8,820
Benefits paid	(441)	(188)
<b>At 31 August</b>	<b>29,850</b>	<b>25,973</b>

Changes in the fair value of trust's share of scheme assets:

	2020 £'000	2019 £'000
<b>At 1 September</b>	<b>15,133</b>	<b>7,205</b>
Interest income	294	353
Actuarial gain/(loss)	(957)	776
Employer contributions	771	644
Employee contributions	290	256
Net increase from acquisitions		6,087
Benefits paid	(441)	(188)
<b>At 31 August</b>	<b>15,090</b>	<b>15,133</b>

# SHARE MULTI ACADEMY TRUST

## Notes to the Financial Statements for the year ended 31 August 2020 (continued)

### 26 Related party transactions

Owing to the nature of the trust and the composition of the board being drawn from local public and private sector organisations, transactions may take place with organisations in which the trust has an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the trust's financial regulations and normal procurement procedures. There were no related party transactions in the period of account.

### 27 Teaching schools trading account

	£000	2020 £000	£000	£000	2019 £000	£000
<b>Income</b>						
<i>Direct income:</i>						
Grants		37			49	
Other income		130			61	
<i>Other income:</i>						
Fundraising and other trading activities						
			167			110
<b>Expenditure</b>						
<i>Direct costs:</i>						
Direct staff costs	47			41		
Staff development	2			(4)		
Other direct costs	74			51		
Total direct costs		123			88	
<i>Other costs:</i>						
Support staff costs	30			24		
Technology costs	6			6		
Security and support	5			5		
Other support costs	3			8		
Total other costs		44			43	
Total expenditure			167			131
<b>Surplus / (deficit)</b>						(21)
<b>Balances b/fwd</b>			(13)			8
<b>Balances c/fwd</b>			(13)			(13)