

Company Registration Number: 07785550 (England & Wales)

**THE WILLOWS SCHOOL ACADEMY TRUST**

(A Company Limited by Guarantee)

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2019**



**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**CONTENTS**

|  | Page    |
|--|---------|
| Reference and Administrative Details   | 1       |
| Trustees' Report   | 2 - 8   |
| Governance Statement   | 9 - 12  |
| Statement on Regularity, Propriety and Compliance                              | 13      |
| Statement of Trustees' Responsibilities  | 14      |
| Independent Auditors' Report on the Financial Statements                       | 15 - 17 |
| Independent Reporting Accountant's Report on Regularity                        | 18 - 19 |
| Statement of Financial Activities Incorporating Income and Expenditure Account | 20      |
| Balance Sheet  | 21      |
| Statement of Cash Flows  | 22      |
| Notes to the Financial Statements  | 23 - 44 |

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**REFERENCE AND ADMINISTRATIVE DETAILS**

|  |   |
|--|---|
| <b>Members</b>                         | B Soor<br>J Knight<br>O Olufunwa  |
| <b>Trustees</b>                        | P Gregory-Hunt<br>J Knight, Chair<br>M Shaw, Headteacher<br>T Travers<br>B Soor<br>O Olufunwa                                   |
| <b>Company registered number</b>       | 07785550  |
| <b>Company name</b>                    | The Willows School Academy Trust  |
| <b>Registered and principal office</b> | Stipularis Drive<br>Hayes<br>Middlesex<br>UB4 9QB   |
| <b>Company Secretary</b>               | Mr Sachdev Ladher, resigned 02/09/19  |
| <b>Accounting Officer</b>              | Mr Malcolm Shaw   |
| <b>Senior Leadership Team</b>          | Malcolm Shaw, Headteacher<br>Paul Gregory-Hunt, Senior teacher<br>Alison Shakespeare, left 30/04/19                             |
| <b>Independent Auditors</b>            | Price Bailey LLP<br>Chartered Accountants<br>Causeway House<br>1 Dane Street<br>Bishop's Stortford<br>Hertfordshire<br>CM23 3BT |
| <b>Bankers</b>                         | Lloyds Bank plc<br>Ealing<br>London<br>W5 5JU   |
| <b>Solicitors</b>                      | TPP Law Ltd<br>53 Great Suffolk Street<br>London<br>SE1 0DB   |

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

---

The Trustees present their Annual Report together with the financial statements and Auditors' Report of the Charitable Company for the year 1 September 2018 to 31 August 2019. The Annual Report serves the purposes of both a Trustees' Report and a Directors' Report under company law.

The Charitable Company operates as an academy for pupils with statements of special educational needs and/or EHC-Education Health Care Plans. In the 2018 school census, the number of pupils on roll was 40.

**Structure, governance and management**

**a. Constitution**

The Trust is a company limited by guarantee and an exempt charity. The Charitable Company's memorandum and Articles of Association are its primary governing documents. The Trustees of the Charitable Company are also the Directors for the purposes of company law. The terms Trustee, Director and Governor are interchangeable. The Charitable Company is also known as The Willows School Academy Trust (the Academy or School).

Details of the Trustees who served during the year, and to the date these accounts are approved are included in the Reference and administrative details on page 1.

**b. Members' liability**

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

**c. Trustees' indemnities**

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

**d. Method of recruitment and appointment or election of Trustees**

- Parent Governors are appointed by the election of parents of students attending the School.
- Staff Governors are appointed by election of staff employed by the Academy.
- Community Governors may be appointed by the Board of Trustees.
- Co-opted Governors may be appointed by those Governors who are not themselves co-opted Governors.
- Member Governors may be appointed directly by Members.
- The Headteacher automatically becomes an ex-officio Governor.
- Further Governors may be appointed by the Secretary of State.

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**Structure, governance and management (continued)**

**e. Policies adopted for the induction and training of Trustees**

All Governors receive training on Academy Governance and Governors' responsibilities three times a year. Each training session is bespoke to meet the needs of the Academy. In addition, Governors visit the School throughout the year.

New Governors receive a comprehensive induction package tailored to the needs of the individual and, where necessary training is also provided on education, legal and financial matters. All new Governors will be given a tour of the School and chance to meet with staff and students.

All Governors are provided with copies of policies, procedures, minutes, accounts, budgets, plans, relevant training and other documents that they will need to undertake the role as Governors.

**f. Organisational structure**

The governance of the Academy is defined in the Memorandum and Articles of Association together with the funding agreement with the Department of Education.

The Board of Trustees, which meets on at least 3 occasions per year, is responsible for the strategic direction of the Academy. The Board of Trustees deals with all functions of the Academy: Pastoral and Curriculum, Finance and Health and Safety and Personnel. The Governors review progress towards educational objectives and results, approve major expenditure requests, set the budget for the following year, and set the organisational staffing structure and, agree the performance objectives of the Headteacher. Any internal policy decisions that are made by the leadership team and the Headteacher are discussed at Governor's meetings for ratification.

The Headteacher is the designated Accounting Officer and has overall responsibility for the day to day financial management of the Charitable Company. The Headteacher has delegated responsibility for low values of expenditure to specific budget holders who are each responsible for managing their own departments within the constraints of their allocated budgets. A system of financial controls is in place to manage this process.

The Headteacher manages the Academy on a daily basis supported by a Senior Leadership Team (SLT). The SLT meets frequently to discuss emerging matters and to help to develop strategies for future development to be put to the Headteacher and the Governing Body as required for approval. Each member of the SLT has specific responsibilities to assist the Headteacher to manage certain aspects of the Academy.

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

The School pay policy determines the pay and remuneration of key management personnel by a number of factors. These include the pay scales for each role and the Individual Salary Range (ISR) set for the School by the Governing Body. Additional consideration is given for retention and expansion of the role to meet the needs of the School. This is reviewed by the Governing Body every three years. The pay levels may be affected by nationally agreed pay awards and the ability to recruit and retain in post.

**h. Related parties and other connected charities and organisations**

Owing to the nature of the Academy's operations and the composition of the Board of Trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which a Governor has an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Academy's financial regulations and normal procurement procedures.

The School maintains a register of pecuniary interests of the Governors which is regularly reviewed and updated.

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**Objectives and activities**

**a. Objects and aims**

The principal object and aim of the Charitable Company is the operation of The Willows School Academy Trust to provide free education and care for pupils of different abilities with statements of special educational needs and/or EHC-Education and Health Care Plans for pupils aged from 5 years to 12 years old.

**b. Strategies and activities**

During the year the Governors have worked towards achieving these aims by:

- ensuring that every child enjoys the same high quality education in terms of resourcing, tuition and care;
- raising the standard of educational achievement of all pupils;
- improving the effectiveness of the Academy by keeping the curriculum and organisational structure under continual review;
- providing value for money for the funds expended;
- complying with all appropriate statutory and curriculum requirements; and
- conducting the Academy's business in accordance with the highest standards of integrity.

At The Willows we aim to get the best for, and from, each child. We intend to enable each child to realise his or her full academic, creative and physical potential and to develop positive social and moral values.

**c. Public benefit**

The Trustees believe that by working towards the objects and aims of the School as detailed above, they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission.

**Strategic report**

**Achievements and performance**

This Academic Year all Year 6 students have made good or better progress in reading and writing due the procurement of a Literacy Specialist, who provided training for key staff throughout the year. This training was then introduced into the learning environment and the impact of this was evident in the progress made by the student in the year.

Progress was also made in mathematics in line with national headlines.

**Examination Results**

The pupils at The Willows Academy have Educational Health Care Plans with behaviour as being identified as their main need. Within the mainstream setting, they have had difficulty engaging with the teaching and learning process and, as a result, most pupils are, in the main, well below the age-appropriate. There are still others who have congenital genetic and cognitive profiles which adds an extra dimension to the mix.

Our end-of-KS2 examination results for 2018/19 were:-

Total Eligible Pupils 10

Pupils reaching expected standard:

Reading 50% Writing 40% Maths 40% Reading/Writing /Maths 40%

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**Strategic report (continued)**

**Achievements and performance (continued)**

Hillingdon:

Reading 75% Writing 80% Maths 82% Reading/Writing /Maths 68%

National:

Reading 73% Writing 78% Maths 79% Reading/Writing /Maths 65%

When analysing the above figures, keep in mind that there is an imbalance in all figures recorded for the Willows Academy Trust when compared to borough and national figures. The samples for the Willows Academy Trust are very small so that even one pupil can significantly alter results.

**School Context**

The Academy measures its success partly through a series of performance indicators. These indicators comprise:

- Academy popularity/admissions.
- Examination results and other indicators of student performance.
- Staff and department performance monitoring.
- Financial Health.
- Stakeholder survey outcomes.
- Ofsted observation and regulation.

**a. Key performance indicators**

The Governors receive half termly information to enable them to monitor the performance of the School compared with aims, strategies and financial budgets. As funding is based on pupil numbers this is the key performance indicator. Pupils' numbers were 40 against a forecast of 30.

The Governors compare costs as a percentage of income to monitor financial performance as these are commonly used and benchmarked within the sector. Attendance levels have been sustained at 39.

Another key performance indicator is the successful outcome of the Ofsted inspection of 2016 where the Academy received a grading of 'good' with some outstanding features. The Governors competently completed a full governance review prior to the full inspection and continue to review their capacity annually. The Academy has also been recognised by the Department of Education as being within the top 3% nationally for pupils, in terms of progress between Key Stage 1 (KS1) and Key Stage 2 (KS2) in Reading, Writing and Mathematics in 2017.

The Governing Body also monitor premises costs to General Annual Grant (GAG) income, curriculum department allocations to GAG income, total income less grants and cash flow on a regular basis to ensure that the budget is set and managed appropriately.

**b. Going concern**

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

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**Strategic report (continued)**

**Achievements and performance (continued)**

**Financial review**

The principal source of funding for the Trust is the General Annual Grant (GAG) and other grants that it receives from the ESFA. In addition to this it receives income from Local Authorities. For the year ended 31 August 2019, the Trust received £1,433,959 of GAG and other funding. In addition to this the Trust received £2,381 unrestricted income. A high percentage of this income is spent on wages and salaries and support costs to deliver the Academy's primary objective of the provision of education.

Due to the accounting rules for the Local Government Pension Scheme under FRS102, the Academy is recognising a significant pension fund deficit of £950,000. This does not mean that an immediate liability for this amount crystallises and such a deficit generally results in a cash flow effect in the form of increased employer contributions over a number of years.

**a. Reserves policy**

The Governors are aware of the requirement to balance current and future needs. The Governors always aim to set a balanced budget with annual income balancing annual expenditure.

The Governors review the reserves levels of the Academy annually. This review encompasses the nature of income and expenditure together with the need to match income with commitments and the nature of the reserves. The Governors have taken the decision that the appropriate level of free reserves should be available to be equivalent to one month's gross salary expenditure which is currently £54,576. The reason for this is to provide sufficient working capital to cover delays between spending and receipt of grants and to provide a buffer to deal with in expected emergencies such as urgent maintenance and repairs. The level of free reserves is £311,420.

It is planned to use reserves for planned expenditure in relation to the replacement of the boiler and the development of new toilet facilities in future years.

**b. Investment policy**

An Investment Policy was approved by the Governing Body in November 2018.

The aim of the policy is to ensure funds that the Academy does not immediately need to cover anticipated expenditure are invested in such a way as to maximise the Academy's income but with minimal risk. The aim is to research where funds may be deposited applying prudence in ensuring there is minimum risk. The Academy does not consider the investment of surplus funds as a primary activity, rather as a result of good stewardship and as and when circumstances allow.



**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**Strategic report (continued)**

**Financial review (continued)**

**c. Principal risks and uncertainties**

The Trustees maintain a risk register identifying the major risks to which the Academy is exposed, and identifying actions and procedures to mitigate those risks. A formal review of the risk management process is undertaken on an annual basis and the internal control systems and the exposure to said risks are monitored on behalf of the Trustees at each Governors meeting. The principal risks facing the Trust are outlined below; those facing the Academy at an operational level are addressed by its systems and by internal financial and other controls.

The Trustees report that the Trust's financial and internal controls conform to guidelines issued by the ESFA, and that improvements to the wider framework of systems dealing with business risk and risk management strategy continue to be made and formally documented.

It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

As an Academy, the level of financial risk is low. Cash flows can be reliably forecast, monitored and reported. Staff costs make up the majority of expenditure and this is relatively stable with contingencies in place to cover such items as sickness and maternity.

The Governors assess the other principal risks and uncertainties facing the Trust as follows:

- The Academy has considerable reliance on continued Government funding through the ESFA and there is no assurance that Government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms.
- Failures in governance and/or management - the risk in this area arises from potential failure to effectively manage the Academy's finances, internal controls, compliance with regulations and legislation, statutory returns, etc. The Governors continue to review and ensure that appropriate measures are in place to mitigate these risks.
- Reputational - the continuing success of the Academy is dependent on continuing to attract applicants in sufficient numbers by maintaining the highest educational standards. To mitigate this risk Governors ensure that student success and achievement are closely monitored and reviewed.
- Safeguarding and child protection - the Governors continue to ensure that the highest standards are maintained in the areas of selection and monitoring of staff, the operation of child protection policies and procedures, health & safety and discipline.
- Staffing - the success of the Academy is reliant on the quality of its staff and so the Governors monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning.
- Fraud and mismanagement of funds - The Academy has appointed a Responsible Officer to carry out checks on financial systems and records as required by the Academy Financial Handbook. The Academy has in place a new Responsible Officer for the following financial year. All finance staff and Governors receive training to keep them up to date with financial practice requirements and develop their skills in this area.

The Academy has continued to strengthen its risk management process throughout the year by improving the process and ensuring staff awareness.

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**Fundraising**

The Academy only held small fundraising events during the year including Toy Day. The Academy does not work with professional fundraisers or companies who carry out fundraising on its behalf. During the year no complaints or issues have arisen as a result of the fundraising events.

**Plans for future periods**

The Academy continues to have a waiting list of potential pupils from a wide range of Local Authority schools. We currently work alongside 5 other Boroughs, apart from our main consideration for pupils that come from their home authority of Hillingdon. The Academy will continue with a registration of pupils up to 70 pupils and continues to support schools and other local authority SEN departments for pupils that are awaiting a placement.

**Provision of information to auditors**


Insofar as the Trustees are aware:

- there is no relevant audit information of which the Charitable Company's Auditors are unaware, and the Trustees have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the Auditor is aware of that information.

**Auditors**

The Auditors, Price Bailey LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the Auditors at a meeting of the Trustees.

The Trustees' Report, incorporating a Strategic Report was approved by the Board of Trustees, on 9/12/2019 and signed on its behalf by:

  
**J Knight**  
Chair of Trustees

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**GOVERNANCE STATEMENT**

**Scope of responsibility**

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

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

**Governance**

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The Board of Trustees has formally met 3 times during the year.

Attendance during the year at meetings of the board of Trustees was as follows:

| Trustee             | Meetings attended | Out of a possible |
|---------------------|-------------------|-------------------|
| P Gregory-Hunt      | 3                 | 3                 |
| J Knight, Chair     | 3                 | 3                 |
| M Shaw, Headteacher | 3                 | 3                 |
| T Travers           | 3                 | 3                 |
| B Soor              | 2                 | 3                 |
| O Olufunwa          | 3                 | 3                 |

**Review of year:**

The Governing Body agreed at the start of the Academic Year with the Headteacher and senior leaders, a School Development Plan. This annual planning document is used to identify the key areas on which the School and the Governing Body wish to focus during the academic year. It includes scheduled milestones and measures to assist with ongoing monitoring as well as impact indicators so that the Governing Body can assure itself that the actions taken within the plan will improve teaching and learning outcomes. In addition, the Governing Body reviewed the regular termly internal school assessment data in relation to pupil progress and attainment. Vulnerable groups including pupil premium are closely monitored. The Governing Body will continue to develop and work towards the longer-term strategy of the School in future years and will closely monitor financial status and progress against plan by work closely with the Headteacher and senior leaders to deliver the best outcomes for our pupils.

**Governance reviews:**

The Trustees recognises that to effectively fulfil its role, it must ensure that all of its Governors have the required skills and knowledge to support the achievement of the School's priority objectives which primarily is to raise attainment of all the students. Recognising the importance of training and development, the Governing Body has Training as an agenda item at every meeting to ensure that there is a committed and consistent focus on the areas where the Governing Body needs to develop. External courses are also made available to further develop their skills. Annual skills audits are undertaken to identify and address any skills gaps together with an annual self-evaluation of the effectiveness of the Governing Body over the school year. The Governing Body is a member of the National Governors Association and uses this and other relevant information channels to ensure it remains abreast and up to date on relevant developments in the education sector.

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**GOVERNANCE STATEMENT (CONTINUED)**

**Review of value for money**

As Accounting Officer, the Headteacher has responsibility for ensuring that the Trust delivers good value in the use of public resources. The Accounting Officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

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

- Working closely with neighbouring local authorities to establish a provision which meets the need and demand resulting in an increase in the School roll and generation of additional income.
- Reviewing the staffing structure and deployed staff efficiently to support the music curriculum to ensure all pupils have access to an enriching curriculum
- Working collaboratively with a neighbouring Academy to access support to reduce procurement of resources and services.

**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 The Willows School Academy Trust for the year 1 September 2018 to 31 August 2019 and up to the date of approval of the Annual Report and financial statements.

**Capacity to handle risk**

The Board of Trustees has reviewed the key risks to which the Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the Trust's significant risks that has been in place for the year 1 September 2018 to 31 August 2019 and up to the date of approval of the Annual Report and financial statements. This process is regularly reviewed by the Board of Trustees.

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**GOVERNANCE STATEMENT (CONTINUED)**

**The risk and control framework**

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

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees;
- regular reviews by the Finance and General Purposes 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

The Board of Trustees has considered the need for a specific internal audit function and has decided to appoint Olumuyiwa Olunwa as Responsible Officer.

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

- Review of the monthly bank reconciliations to ensure that they have been correctly prepared and authorised.
- Review of the monthly payroll to ensure that any changes have been appropriately authorised.
- Check of a sample of orders to delivery notes and invoices to ensure that the documentation is complete, checked and authorised.
- Check of a sample of payments back to invoices, orders and delivery notes to confirm they are bona fide purchases.
- Review of a sample of expense claims to ensure there is appropriate documentation to support the claim and that the claim is appropriately authorised.
- Review the returns to the DFE to ensure the information supplied is consistent with the underlying accounting records and internal management reports and they are actioned in a timely manner.
- Carry out spot checks of petty cash balances and supporting vouchers.
- Review all major contracts and ensure formal tendering procedures exist and are being adhered to.

On a termly basis, the Responsible Officer reports to the Board of Trustees, the operation of the systems of control and on the discharge of the Trustees' financial responsibilities.

The Responsible Officer has delivered their schedule of work as planned and there were no material control issues arising as a result of their work.

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**GOVERNANCE STATEMENT (CONTINUED)**


**Review of effectiveness**

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

- the work of the Responsible Officer;
- the work of the external Auditors;
- the financial management and governance self-assessment process;
- 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 Governing Body and a plan to address weaknesses and ensure continuous improvement of the system will be put in place if the need arises.

Approved by the Board of Trustees and signed on their behalf by:



**J Knight**  
Chair of Trustees

Date: 9/12/2019



**M Shaw**  
Accounting Officer

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**

As Accounting Officer of The Willows School Academy Trust I have considered my responsibility to notify the Board of Trustees and the Education & Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the Academy, under the funding agreement in place between the Academy and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2019.

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

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



M Shaw

Accounting Officer

Date: 9/12/2019

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

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

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

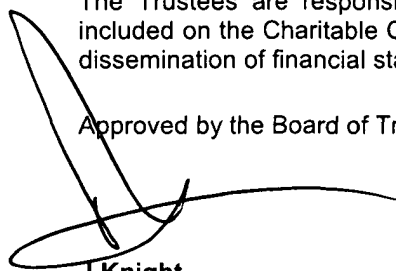
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2015 and the Academies Accounts Direction 2018 to 2019;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charitable Company will continue in business.

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

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

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

Approved by the Board of Trustees and signed on its behalf by:



**J Knight**  
Chair of Trustees

Date: 21/12/2019



**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE  
WILLOWS SCHOOL ACADEMY TRUST**

**Opinion**

We have audited the financial statements of The Willows School Academy Trust (the 'Academy') for the year ended 31 August 2019 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2015 and the Academies Accounts Direction 2018 to 2019 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's affairs as at 31 August 2019 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 2018 to 2019 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 Auditors' responsibilities for the audit of the financial statements section of our Report. We are independent of the Academy in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Academy'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.

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE  
WILLOWS SCHOOL ACADEMY TRUST (CONTINUED)**

**Other information**

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

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

We have nothing to report in this regard.

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

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

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

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

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

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

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

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE  
WILLOWS SCHOOL ACADEMY TRUST (CONTINUED)**

**Responsibilities of Trustees**

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

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

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

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

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

**Use of our report**

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

**Mr Gary Miller (Senior Statutory Auditor)**  
for and on behalf of  
**Price Bailey LLP**

**Chartered Accountants**  
**Statutory Auditors**  
Chartered Accountants  
Statutory Auditors  
Causeway House  
1 Dane Street  
Bishop's Stortford  
Hertfordshire  
CM23 3BT

19 December 2019

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE  
WILLOWS SCHOOL ACADEMY TRUST AND THE EDUCATION & SKILLS FUNDING AGENCY**

In accordance with the terms of our engagement letter dated 31 January 2019 and further to the requirements of the Education & Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2018 to 2019, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by The Willows School Academy Trust during the year 1 September 2018 to 31 August 2019 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 The Willows School Academy Trust and the ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to The Willows School Academy Trust and ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than The Willows School Academy Trust and ESFA, for our work, for this Report, or for the conclusion we have formed.

**Respective responsibilities of The Willows School Academy Trust's Accounting Officer and the Reporting Accountant**

The accounting officer is responsible, under the requirements of The Willows School Academy Trust's funding agreement with the Secretary of State for Education dated 1 November 2011 and the Academies Financial Handbook, extant from 1 September 2018, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2018 to 2019. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the year 1 September 2018 to 31 August 2019 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's income and expenditure.

The work undertaken to draw to our conclusion includes:

- consideration and corroboration of the evidence supporting the Accounting Officers statement on regularity, propriety and compliance;
- evaluation of the general control environment of the Trust, extending the procedures required for financial statements to include regularity;
- discussions with and representations from the Accounting Officer and other key management personnel; and
- an extension of substantive testing from our audit of the financial statements to cover "matters pertaining to regularity, propriety and compliance in particular checking that selected items were appropriately authorised and appropriate.

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE  
WILLOWS SCHOOL ACADEMY TRUST AND THE EDUCATION & SKILLS FUNDING AGENCY  
(CONTINUED)**

**Conclusion**

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 2018 to 31 August 2019 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

**Price Bailey LLP**

**Chartered Accountants  
Statutory Auditors**

Date: 19 December 2019

**THE WILLOWS SCHOOL ACADEMY TRUST**  
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 AUGUST 2019**

|   | Note | Unrestricted<br>funds<br>2019<br>£ | Restricted<br>funds<br>2019<br>£ | Restricted<br>fixed asset<br>funds<br>2019<br>£ | Total<br>funds<br>2019<br>£ | Total<br>funds<br>2018<br>£ |
|---|------|------------------------------------|----------------------------------|---|-----------------------------|-----------------------------|
| <b>Income from:</b>   |      |                                    |                                  |   |                             |                             |
| Donations and capital grants  | 3    | 1,916                              | -                                | 15,827  | 17,743                      | 6,635                       |
| Charitable activities   |      | -                                  | 1,433,959                        | -   | 1,433,959                   | 1,134,461                   |
| Other trading activities  |      | 211                                | 707                              | -   | 918                         | 3,767                       |
| Investments   | 6    | 254                                | -                                | -   | 254                         | 172                         |
| <b>Total income</b>   |      | <b>2,381</b>                       | <b>1,434,666</b>                 | <b>15,827</b>                                   | <b>1,452,874</b>            | <b>1,145,035</b>            |
| <b>Expenditure on:</b>  |      |                                    |                                  |   |                             |                             |
| Charitable activities   |      | 29,679                             | 1,196,377                        | 118,772   | 1,344,828                   | 1,125,089                   |
| <b>Total expenditure</b>  |      | <b>29,679</b>                      | <b>1,196,377</b>                 | <b>118,772</b>                                  | <b>1,344,828</b>            | <b>1,125,089</b>            |
| <b>Net (expenditure)/<br/>income</b>  |      | <b>(27,298)</b>                    | <b>238,289</b>                   | <b>(102,945)</b>                                | <b>108,046</b>              | <b>19,946</b>               |
| Transfers between funds   | 15   | -                                  | (17,741)                         | 17,741  | -                           | -                           |
| <b>Net movement in<br/>funds before other<br/>recognised<br/>gains/(losses)</b> |      | <b>(27,298)</b>                    | <b>220,548</b>                   | <b>(85,204)</b>                                 | <b>108,046</b>              | <b>19,946</b>               |
| <b>Other recognised<br/>gains/(losses):</b>                                     |      |                                    |                                  |   |                             |                             |
| Actuarial losses on defined benefit pension schemes                             | 21   | -                                  | (198,000)                        | -   | (198,000)                   | 90,000                      |
| <b>Net movement in<br/>funds</b>  |      | <b>(27,298)</b>                    | <b>22,548</b>                    | <b>(85,204)</b>                                 | <b>(89,954)</b>             | <b>109,946</b>              |
| <b>Reconciliation of<br/>funds:</b>   |      |                                    |                                  |   |                             |                             |
| Total funds brought forward   |      | 338,718                            | (575,935)                        | 1,879,161                                       | 1,641,944                   | 1,531,998                   |
| Net movement in funds   |      | (27,298)                           | 22,548                           | (85,204)  | (89,954)                    | 109,946                     |
| <b>Total funds carried forward</b>  |      | <b>311,420</b>                     | <b>(553,387)</b>                 | <b>1,793,957</b>                                | <b>1,551,990</b>            | <b>1,641,944</b>            |

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

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 07785550**

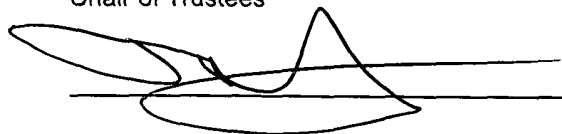
**BALANCE SHEET**  
**AS AT 31 AUGUST 2019**

|  | Note | 2019<br>£               | 2018<br>£               |
|--|------|-------------------------|-------------------------|
| Tangible assets                                | 12   | 1,793,957               | 1,879,161               |
|  |      | <u>1,793,957</u>        | <u>1,879,161</u>        |
| <b>Current assets</b>                          |      |                         |                         |
| Debtors  | 13   | 174,160                 | 20,710                  |
| Cash at bank and in hand                       |      | 584,746                 | 488,099                 |
|  |      | <u>758,906</u>          | <u>508,809</u>          |
| Creditors: amounts falling due within one year | 14   | (50,873)                | (34,026)                |
| <b>Net current assets</b>                      |      | <u>708,033</u>          | <u>474,783</u>          |
| <b>Total assets less current liabilities</b>   |      | <u>2,501,990</u>        | <u>2,353,944</u>        |
| <b>Net assets excluding pension liability</b>  |      | <u>2,501,990</u>        | <u>2,353,944</u>        |
| Defined benefit pension scheme liability       | 21   | (950,000)               | (712,000)               |
| <b>Total net assets</b>                        |      | <u><u>1,551,990</u></u> | <u><u>1,641,944</u></u> |
| <b>Funds of the Academy</b>                    |      |                         |                         |
| <b>Restricted funds:</b>                       |      |                         |                         |
| Fixed asset funds                              | 15   | 1,793,957               | 1,879,161               |
| Restricted income funds                        | 15   | 396,613                 | 136,065                 |
|  |      | <u>2,190,570</u>        | <u>2,015,226</u>        |
| Restricted funds excluding pension liabilities | 15   | 2,190,570               | 2,015,226               |
| Pension reserve                                | 15   | (950,000)               | (712,000)               |
| <b>Total restricted funds</b>                  | 15   | <u>1,240,570</u>        | <u>1,303,226</u>        |
| <b>Unrestricted income funds</b>               | 15   | <u>311,420</u>          | <u>338,718</u>          |
| <b>Total funds</b>                             |      | <u><u>1,551,990</u></u> | <u><u>1,641,944</u></u> |

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements on pages 20 to 44 were approved by the Trustees, and authorised for issue on 9/12/2019 and are signed on their behalf, by:

**J Knight**  
Chair of Trustees



**THE WILLOWS SCHOOL ACADEMY TRUST**  
(A Company Limited by Guarantee)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

|   | Note | 2019<br>£      | 2018<br>£      |
|---|------|----------------|----------------|
| <b>Cash flows from operating activities</b>             |      |                |                |
| Net cash provided by operating activities               | 17   | 114,134        | 193,672        |
| <b>Cash flows from investing activities</b>             | 19   | (17,741)       | (22,185)       |
| <b>Cash flows from financing activities</b>             | 18   | 254            | 172            |
| <b>Change in cash and cash equivalents in the year</b>  |      | 96,647         | 171,659        |
| Cash and cash equivalents at the beginning of the year  |      | 488,099        | 316,440        |
| <b>Cash and cash equivalents at the end of the year</b> | 20   | <u>584,746</u> | <u>488,099</u> |

The notes on pages 23 to 44 form part of these financial statements



**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**1. Accounting policies**

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

**1.1 Basis of preparation of financial statements**

The financial statements of the Academy, which is a public benefit entity under FRS 102, have been prepared under the historic cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2018 to 2019 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

The Willows School Academy Trust meets the definition of a public benefit entity under FRS 102.

**1.2 Company Status**

The Academy is a company limited by guarantee. The Members of the Company are named on page 1. In the event of the Academy being wound up, the liability in respect of the guarantee is limited to £10 per member.

**1.3 Going concern**

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

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**1. Accounting policies (continued)**

**1.4 Income**

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

- **Grants**

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

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

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

- **Donations**

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

**1.5 Expenditure**

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

- **Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.

**1.6 Government grants**

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of Financial Activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Financial Activities as the related expenditure is incurred.

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**1. Accounting policies (continued)**

**1.7 Interest receivable**

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

**1.8 Tangible fixed assets**

Assets costing £800 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

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

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

Depreciation is provided on the following bases:

|                         |                     |
|-------------------------|---------------------|
| Leasehold buildings     | - 2% straight line  |
| Furniture and equipment | - 25% straight line |
| Computer equipment      | - 25% straight line |

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.

**1.9 Debtors**

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

**1.10 Cash at bank and in hand**

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

**1.11 Liabilities**

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Academy 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.

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**1. Accounting policies (continued)**

**1.12 Financial instruments**

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

*Financial assets* - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 13. Prepayments are not financial instruments. Cash at bank is classified as a basic financial instrument and is measured at face value.

*Financial liabilities* - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 14. 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.

**1.13 Pensions**

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

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

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

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

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**1. Accounting policies (continued)**

**1.14 Fund accounting**

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

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

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

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

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

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

Critical accounting estimates and assumptions:

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 21, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the Actuary in valuing the pensions liability at 31 August 2019. 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.

**THE WILLOWS SCHOOL ACADEMY TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

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

|                   | Unrestricted<br>funds<br>2019<br>£ | Restricted<br>fixed asset<br>funds<br>2019<br>£ | Total<br>funds<br>2019<br>£ |
|-------------------|------------------------------------|---|-----------------------------|
| Donations         | 1,916                              | -   | 1,916                       |
| Government grants | -                                  | 15,827  | 15,827                      |
|                   | <u>1,916</u>                       | <u>15,827</u>                                   | <u>17,743</u>               |

|                   | Unrestricted<br>funds<br>2018<br>£ | Restricted<br>fixed asset<br>funds<br>2018<br>£ | Total<br>funds<br>2018<br>£ |
|-------------------|------------------------------------|---|-----------------------------|
| Donations         | 1,522                              | -   | 1,522                       |
| Government grants | -                                  | 5,113   | 5,113                       |
|                   | <u>1,522</u>                       | <u>5,113</u>                                    | <u>6,635</u>                |

**4. Funding for the Academy's provision of education**

|                            | Restricted<br>funds<br>2019<br>£ | Total<br>funds<br>2019<br>£ | Total<br>funds<br>2018<br>£ |
|----------------------------|----------------------------------|-----------------------------|-----------------------------|
| <b>DfE/ESFA grants</b>     |                                  |                             |                             |
| General Annual Grant (GAG) | 391,473                          | 391,473                     | 388,586                     |
| Other DfE / EFA grants     | 45,474                           | 45,474                      | 42,460                      |
| Local authority grants     | 997,012                          | 997,012                     | 703,415                     |
|                            | <u>1,433,959</u>                 | <u>1,433,959</u>            | <u>1,134,461</u>            |

In 2018, income from DfE/ESFA grants was £1,134,461 of which all was restricted.

**THE WILLOWS SCHOOL ACADEMY TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2019**

**5. Income from other trading activities**

|                 | Unrestricted<br>funds<br>2019<br>£ | Restricted<br>funds<br>2019<br>£ | Total<br>funds<br>2019<br>£ |
|-----------------|------------------------------------|----------------------------------|-----------------------------|
| Trip income     | -                                  | 707                              | 707                         |
| Catering income | -                                  | -                                | -                           |
| Other income    | 211                                | -                                | 211                         |
|                 | <u>211</u>                         | <u>707</u>                       | <u>918</u>                  |

|                 | Unrestricted<br>funds<br>2018<br>£ | Restricted<br>funds<br>2018<br>£ | Total<br>funds<br>2018<br>£ |
|-----------------|------------------------------------|----------------------------------|-----------------------------|
| Catering income | 42                                 | -                                | 42                          |
| Trip income     | -                                  | -                                | -                           |
| Other income    | 3,725                              | -                                | 3,725                       |
|                 | <u>3,767</u>                       | <u>-</u>                         | <u>3,767</u>                |

**6. Investment income**

|               | Unrestricted<br>funds<br>2019<br>£ | Total<br>funds<br>2019<br>£ | Total<br>funds<br>2018<br>£ |
|---------------|------------------------------------|-----------------------------|-----------------------------|
| Bank interest | <u>254</u>                         | <u>254</u>                  | <u>172</u>                  |

In 2018, the total of £172 of investment income was unrestricted.

**THE WILLOWS SCHOOL ACADEMY TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2019**

**7. Expenditure**

|                         | Staff Costs<br>2019<br>£ | Premises<br>2019<br>£ | Other<br>2019<br>£ | Total<br>2019<br>£ |
|-------------------------|--------------------------|-----------------------|--------------------|--------------------|
| Provision of Education: |                          |                       |                    |                    |
| Direct costs            | 797,999                  | -                     | 69,880             | 867,879            |
| Allocated support costs | 86,944                   | 147,451               | 242,554            | 476,949            |
|                         | <u>884,943</u>           | <u>147,451</u>        | <u>312,434</u>     | <u>1,344,828</u>   |
|                         |                          |                       |                    |                    |
|                         | Staff Costs<br>2018<br>£ | Premises<br>2018<br>£ | Other<br>2018<br>£ | Total<br>2018<br>£ |
| Provision of Education: |                          |                       |                    |                    |
| Direct costs            | 564,605                  | -                     | 42,012             | 606,617            |
| Allocated support costs | 106,403                  | 158,360               | 253,709            | 518,472            |
|                         | <u>671,008</u>           | <u>158,360</u>        | <u>295,721</u>     | <u>1,125,089</u>   |

In 2019, of the total expenditure, £29,679 (2018 - £NIL) was made from unrestricted funds, £1,196,377 (2018 - £1,013,212) was made from restricted funds and £118,772 (2018 - £111,877) was made from unrestricted fixed asset funds.

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

Net (expenditure)/income for the year includes:

|                                       | 2019<br>£    | 2018<br>£    |
|---------------------------------------|--------------|--------------|
| Operating lease rentals               | 3,626        | 3,626        |
| Depreciation of tangible fixed assets | 102,945      | 106,765      |
| Fees paid to Auditors for:            |              |              |
| - audit                               | 4,825        | 4,640        |
| - other services                      | <u>5,050</u> | <u>4,845</u> |



**THE WILLOWS SCHOOL ACADEMY TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2019**

**9. Staff costs**

**a. Staff costs**

Staff costs during the year were as follows:

|                       | 2019<br>£      | 2018<br>£      |
|-----------------------|----------------|----------------|
| Wages and salaries    | 492,692        | 445,209        |
| Social security costs | 46,404         | 41,426         |
| Pension costs         | 115,810        | 100,371        |
|                       | <u>654,906</u> | <u>587,006</u> |

**b. Staff numbers**

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

|                            | 2019<br>No. | 2018<br>No. |
|----------------------------|-------------|-------------|
| Teachers                   | 1           | 1           |
| Administration and support | 14          | 14          |
| Management                 | 3           | 3           |
|                            | <u>18</u>   | <u>18</u>   |

**c. Higher paid staff**

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

|                               | 2019<br>No. | 2018<br>No. |
|-------------------------------|-------------|-------------|
| In the band £70,001 - £80,000 | <u>1</u>    | <u>1</u>    |

The above employee participated in the Teacher's Pension Scheme. During the year ended 31 August 2019 contributions for these staff amounted to £12,408 (2018 - £11,940).

**d. Key management personnel**

The key management personnel of the Trust comprise the Trustees and the Senior Management Team as listed on page 1. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the Trust was £197,377 (2018 - £203,577).

Included in the above are pension contributions of £16,836 (2018 - £18,492).

Included in the above are employer national insurance contributions of £19,147 (2018 - £19,436).

**THE WILLOWS SCHOOL ACADEMY TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**10. Trustees' remuneration and expenses**

One or more Trustees has been paid remuneration or has received other benefits from an employment with the Academy. The Headteacher and other staff Trustees only receive remuneration in respect of services they provide undertaking the roles of Headteacher and staff members under their contracts of employment. The value of Trustees' remuneration and other benefits was as follows:

|                     |                            | 2019<br>£          | 2018<br>£          |
|---------------------|----------------------------|--------------------|--------------------|
| M Shaw, Headteacher | Remuneration               | 70,000 -<br>75,000 | 70,000 -<br>75,000 |
|                     | Pension contributions paid | 10,000 -<br>15,000 | 10,000 -<br>15,000 |
| P Gregory-Hunt      | Remuneration               | 55,000 -<br>60,000 | 50,000 -<br>55,000 |
|                     | Pension contributions paid | NIL                | NIL                |

During the year ended 31 August 2019, no Trustee expenses have been incurred (2018 - £NIL).

**11. Trustees' and Officers' insurance**

In accordance with normal commercial practice, the Academy has purchased insurance to protect Trustees and Officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy business. The insurance provides cover up to £10,000,000 on any one claim and the cost for the year ended 31 August 2019 was included in the total insurance cost.

**THE WILLOWS SCHOOL ACADEMY TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2019**

**12. Tangible fixed assets**

|                          | Long-term<br>leasehold<br>property<br>£ | Furniture and<br>equipment<br>£ | Computer<br>equipment<br>£ | Total<br>£       |
|--------------------------|---|---------------------------------|----------------------------|------------------|
| <b>Cost or valuation</b> |   |                                 |                            |                  |
| At 1 September 2018      | 2,015,013                               | 202,395                         | 93,136                     | 2,310,544        |
| Additions                | -                                       | 9,594                           | 8,147                      | 17,741           |
| At 31 August 2019        | <u>2,015,013</u>                        | <u>211,989</u>                  | <u>101,283</u>             | <u>2,328,285</u> |
| <b>Depreciation</b>      |   |                                 |                            |                  |
| At 1 September 2018      | 241,800                                 | 111,608                         | 77,975                     | 431,383          |
| Charge for the year      | 40,300                                  | 51,585                          | 11,060                     | 102,945          |
| At 31 August 2019        | <u>282,100</u>                          | <u>163,193</u>                  | <u>89,035</u>              | <u>534,328</u>   |
| <b>Net book value</b>    |   |                                 |                            |                  |
| At 31 August 2019        | <u>1,732,913</u>                        | <u>48,796</u>                   | <u>12,248</u>              | <u>1,793,957</u> |
| At 31 August 2018        | <u>1,773,213</u>                        | <u>90,787</u>                   | <u>15,161</u>              | <u>1,879,161</u> |

**13. Debtors**

|                                | 2019<br>£      | 2018<br>£     |
|--------------------------------|----------------|---------------|
| Other debtors                  | 59,000         | 19,072        |
| Prepayments and accrued income | 115,160        | 1,638         |
|                                | <u>174,160</u> | <u>20,710</u> |

**THE WILLOWS SCHOOL ACADEMY TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

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

|  | 2019<br>£     | 2018<br>£     |
|--|---------------|---------------|
| Trade creditors                        | 12,448        | -             |
| Other taxation and social security     | 11,618        | 9,064         |
| Other creditors                        | 10,527        | 8,760         |
| Accruals and deferred income           | 16,280        | 16,202        |
|  | <u>50,873</u> | <u>34,026</u> |
|  | 2019<br>£     | 2018<br>£     |
| Deferred income at 1 September 2018    | 4,911         | 5,113         |
| Resources deferred during the year     | -             | 4,911         |
| Amounts released from previous periods | (4,911)       | (5,113)       |
|  | <u>-</u>      | <u>4,911</u>  |

Resources previously deferred at the year end relate to contributions towards capital income relating to the 2018/19 academic year. Deferred capital income brought forward was fully utilised within the year.

**THE WILLOWS SCHOOL ACADEMY TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2019**

**15. Statement of funds**

|                                     | Balance at 1<br>September<br>2018<br>£ | Income<br>£             | Expenditure<br>£          | Transfers<br>in/out<br>£ | Gains/<br>(Losses)<br>£ | Balance at<br>31 August<br>2019<br>£ |
|-------------------------------------|--|-------------------------|---------------------------|--------------------------|-------------------------|--------------------------------------|
| <b>Unrestricted funds</b>           |  |                         |                           |                          |                         |                                      |
| General Funds - all funds           | 338,718                                | 2,381                   | (29,679)                  | -                        | -                       | 311,420                              |
| <b>Restricted general funds</b>     |  |                         |                           |                          |                         |                                      |
| General Annual Grant (GAG)          | 136,065                                | 394,337                 | (116,048)                 | (17,741)                 | -                       | 396,613                              |
| Pupil Premium                       | -                                      | 26,220                  | (26,220)                  | -                        | -                       | -                                    |
| SEN                                 | -                                      | 970,437                 | (970,437)                 | -                        | -                       | -                                    |
| Other Government grants             | -                                      | 42,965                  | (42,965)                  | -                        | -                       | -                                    |
| Other restricted income             | -                                      | 707                     | (707)                     | -                        | -                       | -                                    |
| Pension reserve                     | (712,000)                              | -                       | (40,000)                  | -                        | (198,000)               | (950,000)                            |
|                                     | <u>(575,935)</u>                       | <u>1,434,666</u>        | <u>(1,196,377)</u>        | <u>(17,741)</u>          | <u>(198,000)</u>        | <u>(553,387)</u>                     |
| <b>Restricted fixed asset funds</b> |  |                         |                           |                          |                         |                                      |
| Restricted fixed assets             | 1,879,161                              | -                       | (102,945)                 | 17,741                   | -                       | 1,793,957                            |
| Devolved formula capital            | -                                      | 15,827                  | (15,827)                  | -                        | -                       | -                                    |
|                                     | <u>1,879,161</u>                       | <u>15,827</u>           | <u>(118,772)</u>          | <u>17,741</u>            | <u>-</u>                | <u>1,793,957</u>                     |
| <b>Total Restricted funds</b>       | <u>1,303,226</u>                       | <u>1,450,493</u>        | <u>(1,315,149)</u>        | <u>-</u>                 | <u>(198,000)</u>        | <u>1,240,570</u>                     |
| <b>Total funds</b>                  | <u><u>1,641,944</u></u>                | <u><u>1,452,874</u></u> | <u><u>(1,344,828)</u></u> | <u><u>-</u></u>          | <u><u>(198,000)</u></u> | <u><u>1,551,990</u></u>              |

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

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

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

**General Annual Grant (GAG)**

This represents funding from the ESFA to cover the costs of recurrent expenditure.

The transfer between the GAG and restricted fixed assets is to cover fixed asset purchases in the year.

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 2019.

**Other Grants**

This funding includes income received by the Trust for pupils eligible for Universal Infant Free School meals and to improve PE and sport facilities within the school.

**Pupil Premium**

This funding is to be used to raise achievement and improve outcomes for pupils from low-income families who are eligible for free school meals.

**Special Educational Needs (SEN)**

This represents allocated funding for special educational needs pupils.

**Pension Reserve**

This fund represents the Trust's share of the deficit on the Local Government Pension Scheme (LGPS) transferred to the academy on conversion from a state maintained school.

**Restricted Fixed Asset Funds**

These funds relate to the capital funding received from the ESFA and private contributions. In addition it includes the assets transferred on conversion from the Local Authority.

**Devolved Formula Capital (DFC)**

This represents funding received from the ESFA specifically for the maintenance and improvement of the Trust's buildings and facilities.

**Unrestricted Funds**

This represents income received that does not have restrictions.

**THE WILLOWS SCHOOL ACADEMY TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2019**

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

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

|   | Balance at<br>1 September<br>2017<br>£ | Income<br>£      | Expenditure<br>£   | Transfers<br>in/out<br>£ | Gains/<br>(Losses)<br>£ | Balance at<br>31 August<br>2018<br>£ |
|---|--|------------------|--------------------|--------------------------|-------------------------|--------------------------------------|
| General Funds -<br>all funds            | 333,257                                | 5,461            | -                  | -                        | -                       | 338,718                              |
| <b>Restricted<br/>general funds</b>     |  |                  |                    |                          |                         |                                      |
| General Annual<br>Grant (GAG)           | -                                      | 388,586          | (230,337)          | (22,184)                 | -                       | 136,065                              |
| Pupil Premium                           | -                                      | 26,840           | (26,840)           | -                        | -                       | -                                    |
| SEN                                     | -                                      | 296,800          | (296,800)          | -                        | -                       | -                                    |
| Other<br>Government<br>grants           | -                                      | 422,235          | (422,235)          | -                        | -                       | -                                    |
| Pension reserve                         | (765,000)                              | -                | (37,000)           | -                        | 90,000                  | (712,000)                            |
|   | <u>(765,000)</u>                       | <u>1,134,461</u> | <u>(1,013,212)</u> | <u>(22,184)</u>          | <u>90,000</u>           | <u>(575,935)</u>                     |
| <b>Restricted fixed<br/>asset funds</b> |  |                  |                    |                          |                         |                                      |
| Restricted fixed<br>asset fund          | 1,963,741                              | -                | (106,764)          | 22,184                   | -                       | 1,879,161                            |
| Devolved<br>formula capital             | -                                      | 5,113            | (5,113)            | -                        | -                       | -                                    |
| <b>Total Restricted<br/>funds</b>       | <u>1,198,741</u>                       | <u>1,139,574</u> | <u>(1,125,089)</u> | <u>-</u>                 | <u>90,000</u>           | <u>1,303,226</u>                     |

**THE WILLOWS SCHOOL ACADEMY TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

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

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

|  | Unrestricted<br>funds<br>2019<br>£ | Restricted<br>funds<br>2019<br>£ | Restricted<br>fixed asset<br>funds<br>2019<br>£ | Total<br>funds<br>2019<br>£ |
|--|------------------------------------|----------------------------------|---|-----------------------------|
| Tangible fixed assets                  | -                                  | -                                | 1,793,957                                       | 1,793,957                   |
| Current assets                         | 311,420                            | 447,486                          | -   | 758,906                     |
| Creditors due within one year          | -                                  | (50,873)                         | -   | (50,873)                    |
| Provisions for liabilities and charges | -                                  | (950,000)                        | -   | (950,000)                   |
| <b>Total</b>                           | <b>311,420</b>                     | <b>(553,387)</b>                 | <b>1,793,957</b>                                | <b>1,551,990</b>            |

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

|  | Unrestricted<br>funds<br>2018<br>£ | Restricted<br>funds<br>2018<br>£ | Restricted<br>fixed asset<br>funds<br>2018<br>£ | Total<br>funds<br>2018<br>£ |
|--|------------------------------------|----------------------------------|---|-----------------------------|
| Tangible fixed assets                  | -                                  | -                                | 1,879,161                                       | 1,879,161                   |
| Current assets                         | 338,718                            | 170,091                          | -   | 508,809                     |
| Creditors due within one year          | -                                  | (34,026)                         | -   | (34,026)                    |
| Provisions for liabilities and charges | -                                  | (712,000)                        | -   | (712,000)                   |
| <b>Total</b>                           | <b>338,718</b>                     | <b>(575,935)</b>                 | <b>1,879,161</b>                                | <b>1,641,944</b>            |

**17. Reconciliation of net income to net cash flow from operating activities**

|  | 2019<br>£      | 2018<br>£      |
|--|----------------|----------------|
| Net income for the year (as per Statement of Financial Activities) | 108,046        | 19,946         |
| <b>Adjustments for:</b>  |                |                |
| Depreciation   | 102,945        | 106,765        |
| Interest receivable  | (254)          | (172)          |
| Defined benefit pension scheme finance cost                        | 40,000         | 37,000         |
| (Increase)/decrease in debtors                                     | (153,450)      | 25,637         |
| Increase in creditors  | 16,847         | 4,496          |
| <b>Net cash provided by operating activities</b>                   | <b>114,134</b> | <b>193,672</b> |



**THE WILLOWS SCHOOL ACADEMY TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2019**

**18. Cash flows from financing activities**

|  | 2019<br>£  | 2018<br>£  |
|--|------------|------------|
| Interest income                                  | 254        | 172        |
| <b>Net cash provided by financing activities</b> | <b>254</b> | <b>172</b> |

**19. Cash flows from investing activities**

|  | 2019<br>£       | 2018<br>£       |
|--|-----------------|-----------------|
| Purchase of tangible fixed assets            | (17,741)        | (22,185)        |
| <b>Net cash used in investing activities</b> | <b>(17,741)</b> | <b>(22,185)</b> |

**20. Analysis of cash and cash equivalents**

|  | 2019<br>£      | 2018<br>£      |
|--|----------------|----------------|
| Cash in hand                           | 584,746        | 488,099        |
| <b>Total cash and cash equivalents</b> | <b>584,746</b> | <b>488,099</b> |

**21. Pension commitments**

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

The latest actuarial valuation of the TPS related to the period ended 31 March 2012 and of the LGPS 31 March 2016.

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

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**21. Pension commitments (continued)**

**Teachers' Pension Scheme**

The Teachers' Pension Scheme (TPS or scheme) is a statutory, unfunded, defined benefit occupational scheme, governed by the Teachers' Pensions Regulations 2010 (as amended), and the Teachers' Pension Scheme Regulations 2014 (as amended). These regulations apply to teachers in schools and other educational establishments, including academies, in England and Wales that are maintained by local authorities.

In addition, teachers in many independent and voluntary-aided schools and teachers and lecturers in some establishments of further and higher education may be eligible for membership. Membership is automatic for full-time teachers and lecturers and, from 1 January 2007, automatic too for teachers and lecturers in part-time employment following appointment or a change of contract. Teachers and lecturers are able to opt out of the TPS.

**The Teachers' Pension Budgeting and Valuation Account**

Although members may be employed by various bodies, their retirement and other pension benefits are set out in regulations made under the Superannuation Act (1972) and Public Service Pensions Act (2013) and are paid by public funds provided by Parliament. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – contributions from members, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Acts.

The Teachers' Pensions Regulations 2010 require an annual account, the Teachers' Pension Budgeting and Valuation Account, to be kept of receipts and expenditure (including the cost of pension increases). From 1 April 2001, the Account has been credited with a real rate of return, which is equivalent to assuming that the balance in the Account is invested in notional investments that produce that real rate of return.

**Valuation of the Teachers' Pension Scheme**

The latest valuation of the Teachers' Pension Scheme has now taken place, in line with directions issued by HM Treasury and using membership data as at 31 March 2016. As a result of this valuation TPS employers will pay an increased contribution rate of 23.68% from September 2019 (this includes the administration levy of 0.8%). The timing of the implementation is to align its introduction with employers' budget planning cycles. Until then, employers will pay the current rate of 16.48%.

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**21. Pension commitments (continued)**

The employer's pension costs paid to TPS in the year amounted to £18,647 (2018 - £17,396).

A copy of the valuation report and supporting documentation is on the [Teachers' Pensions website](#).

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

**Scheme Changes**

The arrangements for a reformed Teachers' Pension Scheme, in line with the recommendations made by Lord Hutton, in particular the introduction of a Career Average Revalued Earnings (CARE) scheme, were implemented from 1 April 2015.

In December 2018, the Court of Appeal held that transitional protection provisions contained in the reformed judicial and firefighter pension schemes, introduced as part of public service pension reforms in 2015, gave rise to direct age discrimination and were therefore unlawful. The Supreme Court, in a decision made in June 2019, have rejected the Government's application for permission to appeal the Court of Appeal's ruling. The case will now be referred to an Employment Tribunal for a decision regarding the remedy which will need to be offered to those members of the two schemes who were subject of the age discrimination.

HM Treasury are clear that the ruling has implications for the other public service schemes, including the Teachers' Pension Scheme. Those implications are currently being considered and any impact on scheme costs is expected to be looked at within the next scheme valuation, which is currently scheduled to be based on April 2020 data and implemented in April 2023.

**Local Government Pension Scheme**

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2019 was £92,000 (2018 - £74,000), of which employer's contributions totalled £78,000 (2018 - £62,000) and employees' contributions totalled £ 14,000 (2018 - £8,000). The agreed contribution rates for future years are 27.2 per cent for employers and tiered per cent 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 Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

**Principal actuarial assumptions**

|  | 2019<br>% | 2018<br>% |
|--|-----------|-----------|
| Rate of increase in salaries                       | 2.7       | 2.8       |
| Rate of increase for pensions in payment/inflation | 2.3       | 2.4       |
| Discount rate for scheme liabilities               | 1.8       | 2.8       |

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

**THE WILLOWS SCHOOL ACADEMY TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2019**

**21. Pension commitments (continued)**

|                             | 2019<br>Years | 2018<br>Years |
|-----------------------------|---------------|---------------|
| <i>Retiring today</i>       |               |               |
| Males                       | 21.7          | 22.6          |
| Females                     | 23.7          | 24.6          |
| <i>Retiring in 20 years</i> |               |               |
| Males                       | 22.4          | 24            |
| Females                     | 25            | 26.5          |

**Sensitivity analysis**

|  | 2019<br>£000 | 2018<br>£000 |
|--|--------------|--------------|
| Discount rate +0.1%                    | (34,524)     | (26,400)     |
| Discount rate -0.1%                    | 34,524       | 26,400       |
| Mortality assumption - 1 year increase | 12,456       | 9,600        |
| Mortality assumption - 1 year decrease | (12,456)     | (9,600)      |
| CPI rate +0.1%                         | 28,026       | 21,600       |
| CPI rate -0.1%                         | (28,026)     | (21,600)     |

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

|                                     | At 31 August<br>2019<br>£ | At 31 August<br>2018<br>£ |
|-------------------------------------|---------------------------|---------------------------|
| Equities                            | 280,000                   | 239,000                   |
| Other bonds                         | 208,000                   | 137,000                   |
| Property                            | 65,000                    | 59,000                    |
| Cash and other liquid assets        | 42,000                    | 54,000                    |
| <b>Total market value of assets</b> | <b>595,000</b>            | <b>489,000</b>            |

The actual return on scheme assets was £15,000 (2018 - £17,000).

**THE WILLOWS SCHOOL ACADEMY TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2019**

**21. Pension commitments (continued)**

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

|   | 2019<br>£        | 2018<br>£       |
|---|------------------|-----------------|
| Current service cost  | (90,000)         | (80,000)        |
| Past service cost   | (8,000)          | -               |
| Interest income   | 15,000           | 11,000          |
| Interest cost   | (35,000)         | (30,000)        |
| <b>Total amount recognised in the Statement of Financial Activities</b> | <b>(118,000)</b> | <b>(99,000)</b> |

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

|                          | 2019<br>£        | 2018<br>£        |
|--------------------------|------------------|------------------|
| <b>At 1 September</b>    | 1,200,000        | 1,176,000        |
| Current service cost     | 90,000           | 80,000           |
| Interest cost            | 35,000           | 30,000           |
| Employee contributions   | 14,000           | 12,000           |
| Actuarial losses/(gains) | 218,000          | (84,000)         |
| Benefits paid            | (14,000)         | (14,000)         |
| Past service costs       | 8,000            | -                |
| <b>At 31 August</b>      | <b>1,551,000</b> | <b>1,200,000</b> |

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

|                        | 2019<br>£      | 2018<br>£      |
|------------------------|----------------|----------------|
| <b>At 1 September</b>  | 488,000        | 411,000        |
| Interest income        | 15,000         | 11,000         |
| Actuarial gains        | 20,000         | 6,000          |
| Employer contributions | 78,000         | 62,000         |
| Employee contributions | 14,000         | 12,000         |
| Benefits paid          | (14,000)       | (14,000)       |
| <b>At 31 August</b>    | <b>601,000</b> | <b>488,000</b> |

**THE WILLOWS SCHOOL ACADEMY TRUST**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**

**22. Operating lease commitments**

At 31 August 2019 the Academy had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

|  | 2019<br>£  | 2018<br>£    |
|--|------------|--------------|
| Not later than 1 year                        | 302        | 3,626        |
| Later than 1 year and not later than 5 years | -          | 302          |
|  | <u>302</u> | <u>3,928</u> |

**23. 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.

**24. Related party transactions**

Owing to the nature of the Academy's operations and the composition of the Board of Trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which a Trustees has an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Academy's financial regulations and normal procurement procedures.