
THE PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)

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

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THE PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)

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REFERENCE AND ADMINISTRATIVE DETAILS

Members

Linda Day
Kuldeep Lakhmana
Muralee Nair
Obaid Siddique
Liz Herod
Margaret Inniss

Trustees/Directors

Dr Martin Young, Chief Executive Officer and Federation Principal
Mr Muralee Nair, Chair of the Board
Dr Adel Rouz, Oversight of Operations
Mr Anoop Ghai, Oversight of Finance, Vice Chair
Mr Peter Dollimore, Chair of James Elliman Academy Council
Ms Ranisha Dhamu, Chair of Cranford Park Academy Council and Oversight of Safeguarding
Mr Adrian Ingham, Chair of Lake Farm Park Academy Council (September 2019) and Chair of West Drayton Academy Council (October 2019 - August 2020)
Ms Afsheen Chowdrey, Chair of Wood End Park Academy Council and Oversight of Health and Safety
Mr Simon Carter, Chair of Western House Academy Council

Cranford Park Academy Council

Ranisha Dhamu, Chair and Community Governor
Sarah Evans, Academy Principal
Gursharan Viridi/Tasneem Sattar, Parent Governors
Kevin O Donnell/Geeta Ludhra, Community Governors
Sarah Fatalla/Luke Simcock, Staff Governors
Kay Lathey, Clerk

James Elliman Academy Council

Peter Dollimore, Chair and Community Governor
Tajinder Johal, Academy Principal
Ajmal Azam/Samir Damle, Parent Governors
Nagaswetha Maralavadi-Nagaaj/Stephanie Weber, Staff Governors
Sandle Hopkinson, Community Governor
Kausar Latif, Clerk

Lake Farm Park Academy Council

Tarsem Chana, Chair and Parent Governor (October 2019 - August 2020)
Adrian Ingham, Chair and Community Governor (September 2019)
Harshindar Buttar, Academy Principal
Fathia Adams/Carla Jorsling-Thomas, Staff Governors
Zainab Virmani/Ranu Ali,, Parent Governors
Anne-Marie McCarthy/Vishalli Ghai, Community Governors
Raji Nair, Clerk

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REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Montem Academy Council

Shuhab Hamid, Chair and Community Governor
Ann Probert, Academy Principal
Darren Stewart/Ranjeet Jabble, Staff Governors
Kamran Basharat/Adam Martin, Parent Governors
Helen Okoro, Community Governor
Kay Lathey, Clerk

Western House Academy Council

Simon Carter, Chair and Community Governor
Coral Snowden, Principal
Suki Ranu/Anajali Singhal/Ranjit Chana, Parent Governors
Liz Herod, Community Governor
Kyla Parmley/Helen Haines, Staff Governors
Kay Lathey, Clerk

The Godolphin Junior Academy

Rafid Jadoon, Chair and Community Governor
Helen Abell, Principal
Celia Burnham, Community Governor
Nadia Nadeem/Nadia Bashir, Parent Governors
Aftab Aslam, Parent Governor
Rani Lakha/Anne Tudor, Staff Governors
Kay Lathey, Clerk

Wood End Park Academy Council

Afsheen Chowdhry, Chair and Parent Governor
Surjeet Johra, Academy Principal
Avril Littlechild/Peter Lord, Staff Governors
Deepaman Prabhakar/Manish Ladwa/Nevin Abraham, Community Governors
Amanda Biddle/Nishant Kumar, Parent Governors
Shanelle Shoy, Clerk

West Drayton Academy Council

Adrian Ingham, Chair and Community Governor (October 2019 - August 2020)
Richard Yates, Academy Principal
Lorenzo McLellan/Emily Allen-Mersh, Community Governors
Rebecca Earley/Joanne Callanan, Staff Governors
William Parsons/ Janet Shearer/Shelly Singh, Parent Governors
Donna Nash, Clerk

THE PARK FEDERATION ACADEMY TRUST
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Company registered number 08146330

Company name The Park Federation Academy Trust

Principal and registered office James Elliman Academy
Elliman Avenue
Slough
Berkshire
SL2 5BA

Company secretary Mrs Elaine Armstrong

Accounting officer Dr Martin Young

Executive management team Dr Martin Young, Chief Executive Officer and Federation Principal
Mr Jas Sohal, Chief Operating Officer
Mrs Sarah Evans, Academy Principal
Ms Surjeet Johra, Academy Principal
Mrs Ann Probert, Academy Principal
Mrs Tajinder Johal, Academy Principal
Mrs Coral Snowden, Academy Principal
Mr Richard Yates, Academy Principal
Ms Harshindar Buttar, Academy Principal
Mrs Helen Abell, Academy Principal

Independent auditors Landau Baker Limited
Chartered Accountants
Statutory Auditors
Mountcliff House
154 Brent Street
London
NW4 2DR

Bankers Lloyds Bank
21-22 High Street
Uxbridge
Middlesex

Solicitors Browne Jacobson LLP
3 Piccadilly Place
Manchester
N1 3BN

The Trustees of The Park Federation Academy Trust are referred to as Directors throughout this document.

THE PARK FEDERATION ACADEMY TRUST
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2020

The Directors present their annual report together with the financial statements and auditor's reports of the charitable company for the year 1 September 2019 to 31 August 2020. The annual report serves the purposes of both a trustees' report, and a directors' report under company law. The Trust operates eight academies for primary age children located in Hillingdon and Slough.

Structure, Governance and Management

Constitution

The academy trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association last amended on 4th September 2015 are the primary governing documents of the academy trust. The Directors of The Park Federation Academy Trust are Directors of the charitable company for the purposes of company law. The charitable company is known as The Park Federation Academy Trust.

Details of the Directors who served during the year are included in the Reference and Administrative Details on page 1.

Members' Liability

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

Trustees' Indemnities

The Trust insurers indemnify against any claims in respect of any civil liability and which arises out of the conduct of the insured in their personal capacity as Director, Academy Council member or Officer of the Trust. Such qualifying third party indemnity insurance remains in force at the date of approving this report.

Principle Activities

The Academy Trust's principle objective is to advance, for the public benefit, education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing a Trust offering a broad and balanced curriculum.

To promote for the benefit of the communities of Hayes and Slough and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social and economic circumstances or for the public at large in the interest of social welfare and with the object of improving the condition of life of the said residents.

Method of Recruitment and Appointment or Election of the Board of Directors

The management of the Trust is the responsibility of the Board of Directors who are elected and co-opted under the terms of the Articles of Association.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Structure, Governance and Management (continued)

Employment Policy

The Academy Trust depends on the skills and commitments of its employees to perform well. Selection and development procedures are designed to ensure equal opportunities exist for all applicants and employees regardless of gender, marital status, race, age or disability, decisions being based on an individual's aptitude and ability. Employees are kept well informed and encouraged to discuss matters of concern.

Disabled Persons

The Academy Trust's policy is to give full and fair consideration to applications for employment made by disabled persons, having regard to their particular aptitudes and abilities. Employees who become disabled are retained in existing posts where possible.

Procedures relating to training, career development and promotion are adapted to ensure that the employment policies outlined below are fully available equally for disabled and non-disabled employees.

Policies and Procedures Adopted for the Induction and Training of Trustees

All Members, Directors and Academy Council members are provided with copies of procedures, minutes, accounts, budget plans and other documents that they will need to undertake their respective roles. They have access to a range of training programmes coordinated by the Clerk to the Board of Directors.

Organisational Structure

The Directors have agreed a scheme of delegation for how decisions are made and who has delegated responsibility for them. The Directors are organised into the whole Board of Directors and sub-committees with delegated responsibility.

During the period a unified structure was introduced and consists of three levels of governance:

- Members
- Board of Directors/Trustees
- Academy Councils

Senior Management Teams report to the Board of Directors, its sub committees and the Academy Councils.

The aim of the structure is to devolve responsibility and encourage involvement in decision making at all levels. The Board of Directors are responsible for setting strategic policy, adopting an annual plan and budget, monitoring the Trust's performance by use of budgets and making major decisions about the direction of the Trust, capital expenditure and senior staff appointments (e.g. Chief Executive Officer, Chief Operating Officer and Principals).

The Senior Managers are the Chief Executive and Federation Principal, Chief Operating Officer, Principals of each academy. These managers control the Trust at an executive level, implementing the policies laid down by the Board of Directors and reporting back to them. As a group the Senior Managers are responsible for the authorisation of spending within agreed budgets and the appointment of staff, through appointment boards for posts at Vice Principal and Deputy Principal always contain an Academy Council Governor. Spending control is devolved to the management team (budget holders), with agreed limits as per the Trust's financial procedures.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Structure, Governance and Management (continued)

Arrangements for setting pay and remuneration of key management personnel

The Board of Directors have established a Pay and Performance Committee for setting the pay and remuneration of Senior Managers. They have established criteria that consider the long term implications to the business.

Related Parties and other Connected Charities and Organisations

The Park Federation Academy Trust has established a Central Office that negotiates core services including: legal, HR, Payroll, Insurance, financial systems and accountancy services.

Trade union facility time

Relevant union officials

Number of employees who were relevant union officials during the year	4
Full-time equivalent employee number	4

Percentage of time spent on facility time

Percentage of time	Number of employees
0%	3
1%-50%	1
51%-99%	-
100%	-

Percentage of pay bill spent on facility time **£000**

Total cost of facility time	7
Total pay bill	23,275
Percentage of total pay bill spent on facility time	- %

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours	- %
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Engagement with suppliers, customers and others in a business relationship with the trust

The Park Federation Academy Trust forms strong relationships with suppliers using ethical tendering processes and being mindful of the need to demonstrate value for money, yet securing work with local suppliers where possible.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Objectives and Activities

Objects and Aims

The Academy Trust's principle objectives are: - to advance, for the public benefit, education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing schools (the academies) offering a broad and balanced curriculum which reflects British values (e.g. democracy; the rule of law; individual liberty; mutual respect; and tolerance of those of different faiths and beliefs).

To promote for the benefit of the inhabitants of Hayes, West Drayton and Slough and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social and economic circumstances or for the public at large in the interest of social welfare and with the object of improving the condition of life of the said inhabitants.

The aim of the Trust is to provide an effective and inspiring education in a caring, disciplined and safe environment.

The Directors have referred to the guidance issued by the Charity Commission in respect of public benefit when reviewing the aims and objectives of the academy.

In accordance with the articles of association, the academy has adopted a "Scheme of Government" approved by the Secretary of State for Education.

The Scheme of Government is part of the wider 'Master Funding Agreement' between the Company and the Secretary of State and 'Supplemental Funding Agreements' for each Academy.

Our Vision:

The Park Federation Academy Trust

The Number One School of Choice for Local Families

Our schools are safe, happy places where creativity is prized. We value and nurture excellent behaviour, determination and ambitious academic standards. Professionalism, humility and service to the community guide everything we do.

Please join us in making our federation a springboard to success!

Our Ethos:

The Park Federation ethos is one of high academic ambition in a well-disciplined, caring and inclusive environment. We will work closely with all children – whatever their starting points and individual needs – to help them realise their full potential. Each child and family will be valued and respected. We will harness the energy, commitment and trust of the local community and combine it with the exceptional teaching and organisational skills of our staff team. Together we will create great academies, full of pride, success and kindness.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Objectives and Activities (continued)

Objectives, Strategies and Activities

The main objectives of the Academy during the period ended 31st August 2020 are summarised below

- To ensure that every pupil enjoys and benefits from a high-quality education and excellent levels of safeguarding;
- To improve the standard of educational achievement of all pupils and accelerate their progress;
- To improve the effectiveness of the Trust by keeping the curriculum and organisational structure under continual review;
- To provide value for money for the funds expended;
- To comply with all appropriate statutory requirements;
- To conduct the Academy Trust's business in accordance with the highest standards of integrity, probity and openness.

Public Benefit

The Directors confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the academy Trust's objectives and aims and in planning future activities. The Directors consider that the academy Trust's aims are demonstrably to the public benefit. As an academy trust we make the best use of our skills, expertise and experience with regards to the community. An example of this is raising money for local, national and international charities.

Strategic Report

Achievements and Performance

Overview and key performance indicators

There are eight academies in The Park Federation Academy Trust. All of them have Ofsted inspection gradings, all at Good or Outstanding. The eight schools are divided into two geographical hubs: Hillingdon Hub and Slough Hub. The four schools in the Hillingdon Hub are Cranford Park Academy, Wood End Park Academy, Lake Farm Park Academy and West Drayton Academy. The four schools in the Slough Hub are James Elliman Academy, Montem Academy, Western House Academy and The Godolphin Junior Academy.

Cranford Park Academy and Wood End Park Academy were founder academies in the Trust when the Trust was created on 1st September 2012. Both are graded Good. Cranford Park was last inspected on 21st November 2017 and Wood End Park was last inspected on 28th November 2017. They are Converter Academies.

James Elliman Academy joined the Trust on 1st April 2013. It was graded Good when last inspected on 8th November 2018. It is a Sponsored Academy.

Montem Academy joined the Trust on 1st December 2013. It was graded Outstanding when last inspected on 23rd November 2016. It is a Sponsored Academy.

Western House Academy joined the Trust on 1st August 2014. It was graded Good when last inspected on 14th

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TRUSTEES' REPORT (CONTINUED)
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Strategic Report (continued)

Achievements and Performance (continued)

June 2017. It is a Sponsored Academy.

Lake Farm Park Academy was opened as a new academy on 1st September 2014. It was graded Good when it was last inspected on 17th May 2017. It is a Sponsored Academy.

The Godolphin Junior Academy joined the Trust as a "fresh start" academy on 1st September 2016. It was graded Good when it was last inspected on 18th June 2019. It is a Converter Academy.

West Drayton Academy joined as a new academy on 1st September 2017. It was graded Good when last inspected on 17th October 2019. It is a Converter Academy.

Trust Attendance Data 2019/20

Authorised absence 9.9%
Unauthorised absence 1.9%
Total 11.8%

Key Performance Indicators

Government decision was taken to cancel the usual collection of national academic performance data in state-funded primary schools for 2019/20 because of the pandemic.

Academy	Date Joined MAT	Sponsored/ Converter / New Provision	Expected +				Better than Expected				Above Floor
			Reading %	Writing %	Maths %	Reading, Writing & Maths (Combined)	Reading %	Writing %	Maths %	Reading, Writing & Maths (Combined)	
Cranford Park Academy	01/09/2012	Academy Converter	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020
Wood End Park Academy	01/09/2012	Academy Converter	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020
James Elliman Academy	01/04/2013	Academy sponsored	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020
Montem Academy	01/12/2013	Academy sponsored	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020
Western House Academy	01/08/2014	Academy sponsored	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020
Lake Farm Park Academy	01/09/2014	Academy sponsored	N/A No Year 6 pupils	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
The Godolphin Junior Academy	01/09/2016	Academy Converter	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020
West Drayton Academy	01/09/2017	Academy Converter	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020	No Data for 2019/2020

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic Report (continued)

Achievements and Performance (continued)

Pupil Premium

The Trust received funding under the pupil premium scheme. This has been utilised to improve the outcomes of these pupils by ensuring that their needs are understood and addressed. The Trust provided programmes and other support services for these children, including booster classes before, during, after school, and during the weekends and holidays.

Pupil Premium Allocation	£000's
Cranford Park Academy	255
James Elliman Academy	158
Lake Farm Park Academy	167
Montem Academy	280
The Godolphin Junior Academy	185
Wood End Park Academy	309
Western House Academy	160
West Drayton Academy	162
Trust Total	1675

Managing Operations throughout the Covid pandemic

During the year the Directors were fully engaged in supporting operations and viewed the risk assessment process and how it would be applied at each academy, to ensure we could comply with government guidance to manage the risk of Covid 19 transmission to as low as reasonably practicable.

There was active communication with parents and other stakeholders on how the opening of academies will take place. Finance teams managed the switch to voucher systems until the national scheme was launched. We were able to procure products to keep children safe and secure during the pandemic and used our Trust buying power to secure beneficial rates. We increased our cleaning operations and continue to do so.

Principals were active in ensuring we had a remote learning platform to support children who were unable to attend the academy. Each academy also ensured that we maintained our values supporting our charitable aims by fund raising during this period.

Board Directors visited academies where practicable and acted upon government guidance and conducted video conferencing meetings.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic Report (continued)

Achievements and Performance (continued)

Going concern

After making appropriate enquiries, the Board of Directors has a reasonable expectation that the academy Trust has adequate resources to continue in operational existence for the foreseeable future. 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.

Financial Review

The majority of the Trust's income is obtained from the Department for Education in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the DfE during the year ended 31 August 2020 and the associated expenditure are shown as restricted funds (non-fixed assets) in the statement of financial activities.

Each academy also received grants for fixed assets from the DfE. In accordance with the Charities Statement of Recommended Practice, "Accounting and Reporting by Charities" (SORP 2019), such grants are shown in the Statement of Financial Activities as restricted income in the fixed asset fund.

The restricted fixed asset fund balance is reduced by annual depreciation charges over the expected useful life of the assets concerned.

The Trust held total fund balances at 31 August 2020 of £53,406,000 comprising of an unrestricted fund of £4,682,000, restricted fixed asset funds of £67,813,000 restricted general funds of (£12,000) and a pension reserve deficit of £19,077,000.

During the year ended 31 August 2020, total expenditure of £32,298,000 was met by recurrent grant funding from the DfE and other government bodies together with other incoming resources. Total incoming resources for the year of £32,149,000.

The excess of expenditure over income for the year was £149,000.

Financial and risk management objectives and policies

The main objective is to ensure the Trust operates within its allocated budget and settles its liabilities as they fall due. The largest creditor within the balance sheet is the pension scheme deficit. Such a liability does not crystallise immediately but the Trust ensures scheme contributions are paid as they fall due in line with those recommended by the pension scheme actuaries.

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

In accordance with the Trust's statutes, the Board of Directors and senior staff are responsible for the administration and management of the Trust's affairs. They are responsible for setting objectives and policies to ensure that:

There is an effective system of internal control and that accounting records are properly kept:

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

- There are appropriate financial and management controls in place to safeguard the assets of the Trust and prevent and detect fraud:
- The Trust secures economical, efficient and effective management of its resources and expenditure.

The combined deficit in the Local Government Pension Scheme (LGPS) is recognised on the balance sheet in accordance with FRS17. At 31st August 2020 the deficit stood at £19,077,000. The existence of the pension scheme deficit does not mean an immediate liability crystallises and is addressed over a series of years through pension contributions recommended by the pension scheme actuaries during subsequent valuations of the scheme.

Reserves Policy

Subject to Educations Skills Funding Agency's constraints on permitted balances, the Academy's policy is to carry forward a prudent level of resources. The Trust aims for a 5% - 12% reserve of total cash balances. It believes this is a prudent figure for a number of reasons, including the structural age of buildings, age of heating systems, capital investment plans and pension liabilities.

There is currently a deficit on the reserve for the Local Government Pension Scheme. The Trust is paying contributions at the rate recommended by the actuary and payments in respect of the deficit will occur over a number of years.

The Trust reserves are shown in note 17 in the financial statements.

Investment Policy

Under the Articles of Association, the Academy Trust has the power to invest any funds not immediately required for the furtherance of its objects while ensuring that due regard is made to ensure that any investments are prudent and suitable to its needs. The Trust has established an investment committee and will ensure adequate cash balances are maintained. Reserves may be placed where there is no risk of capital loss, but to optimise returns on such investments. All investments will be made in sterling, with UK based financial institutions.

Principal Risks and Uncertainties

The Board of Directors have assessed the major risks to which the Trust is exposed, in particular those related to the operations and finances of the Trust and each individual Academy. The Board of Directors has implemented a number of systems to assess risks that the Trust faces especially in the operational areas (e.g. in relation to teaching, health and safety etc.) and in relation to the control of finance. They have introduced systems, including operational procedures (e.g. Vetting of new staff and volunteers, supervision of school grounds) and internal financial controls (see below) in order to minimise risk. Where significant financial risk still remains, they have ensured they have adequate insurance cover.

The Trust has an effective system of internal financial controls.

Finance Risk

The Trust is reliant upon government funding and this is expected to continue. This leaves the Trust, as per other educational establishments, susceptible to changes in government policy and particularly where there may be a reduction in public funding available for education. The Trust has plans in place to safeguard its long term ability to continue to attract staff and maintain its assets. The Trust has absorbed the loss of Letting income caused by Covid.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Reputation Risk

The Trust is growing and is mindful of reputation risk. Strategic support is provided throughout the Trust and each academy is focused on delivering high quality learning.

Staffing Risk

The Trust is aware that quality teaching is only achieved by recruiting and retaining quality staff. While there are national difficulties in recruiting teaching staff, the Trust has worked hard in developing an effective recruitment and retention strategy. The Trust maintains high standards and will not compromise its established reputation because of national recruitment difficulties.

Asset Risk

The Trust has commissioned building surveys that help inform the investment plan. The estates portfolio varies in age and need for replacement of equipment and assets. The Trust receives Building Condition Funding to support the capital investment needed to maintain these assets.

The risk of failing to maintain these assets is being mitigated by keeping in contact with the ESFA and other Multi Academy Trusts to ensure procurement achieves best value and meets health and safety needs as well as ensuring that the academy has a positive learning environment.

Streamlined Energy and Carbon Reporting

UK energy use and associated greenhouse gas emissions

The Trust is pleased to report its current UK based annual energy usage and associated annual greenhouse gas emissions pursuant to the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 ("the 2018 Regulations") that came into force 1 April 2019.

Organisational boundary

In accordance with the 2018 Regulations, the energy use and associated greenhouse gas emissions are for those within the UK only for all assets that come under an operational control boundary. This includes all 8 schools controlled during the reporting period along with minibuses and personal vehicles used for business mileage ("grey fleet").

Reporting period

The annual reporting period is 1 September to 31 August each year and the energy and carbon emissions are aligned to this period.

Quantification and reporting methodology

The 2019 UK Government Environmental Reporting Guidelines and the GHG Protocol Corporate Accounting and Reporting Standard (revised edition) were followed. The 2020 UK Government GHG Conversion Factors for Company Reporting were used in emission calculations. The report has been reviewed independently by Briar Consulting Engineers Limited.

The electricity and gas consumption was compiled from invoice records. In the event of small gaps in energy data, energy use was estimated using the pro-rata method. Transport energy use and emissions were based on mileage claims from odometer readings and expense claims. Generally gross calorific values were used except for grey fleet mileage energy calculations as per Government GHG Conversion Factors.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Streamlined Energy and Carbon Reporting (continued)

The associated emissions are divided into mandatory and voluntary emissions according to the 2018 Regulations, then further divided into the combustion of fuels and the operation of facilities (scope 1), purchased electricity (scope 2) and in-direct emissions that occur as a consequence of company activities (scope 3).

Energy type	2019/20
Mandatory energy:	
Gas	2,731,419
Purchased electricity	1,645,874
Transport fuel	12,100
Total mandatory energy	4,389,393

Breakdown of emissions associated with the reported energy use (tCO₂e):

Emission source	2019/20
Mandatory emissions:	
<u>Scope 1</u>	
Gas	502.1
Transport - Trust owned vehicles (minibuses)	1.1
<u>Scope 2</u>	
Purchased electricity (location-based)	383.7
<u>Scope 3</u>	
Transport – Business travel in employee owned vehicles	1.9
Total gross mandatory emissions	889.0
<u>Intensity ratios (mandatory emissions only)</u>	
Tonnes of CO ₂ e per pupil	0.146
Tonnes of CO ₂ e per square meter floor area	0.024

Intensity ratio

The primary intensity ratio is total gross emissions in metric tonnes CO₂e (mandatory emissions) per pupil (based on the Autumn 2019 Census), which is the recommended ratio for the sector for consistency and comparability. A secondary intensity ratio based on floor area (Gross Internal Area) is also provided to reflect the energy efficiency of the buildings, which are the source of the majority of emissions.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Energy efficiency action during current financial year

Energy consumption is expected to be below typical this year due to the reduced occupancy across all sites following COVID-19 restrictions from 23rd March 2020. From this date, the schools were open to key worker's children only, with a phased and partial reopening for certain year groups occurring in June.

The health restrictions have also resulted in the greater utilisation of digital platforms for staff meetings (such as video conferencing), which reduces the need for travel to and between sites. The emission saving resulting from these activities has not been quantified, but this practice has resulted in behaviour changes that are expected to continue for the foreseeable future.

Outside of the COVID-19 response, roof insulation has been improved at Cranford Park Academy, which took place during the flat roof replacement between October and December 2019.

Plans for the Future

Key Performance Indicators for 2020/21:

- Match or better national attainment for the children in Trust academies at the end of Reception, in the Year One Phonics Check, and at the end of Key Stage One and Two;
- Better than national expected progress by children in Trust academies at the end of Key Stage Two;
- Any academy inspected by Ofsted during the academic year 2019/20 graded at least "good"; Pupil attendance at least 96% in each Trust academy.
- Further strengthen continuing professional development for staff members in each school, in each geographical hub and across the Trust.

Trust Expansion:

The Trust is in a position to create a third hub of schools near to one or both of our present geographical hubs in Hillingdon and Slough. Moreover, it has the capacity to expand its present hubs if sensible opportunities became available.

Funds Held as Custodian Trustee on Behalf of Others

Neither the academy trust nor its directors act as custodian trustee.

THE PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Auditor

In so far as the Directors are aware:

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

The auditors, Landau Baker, are appointed under section 487(2) of the Companies Act 2006.

The Trustees' report, incorporating a strategic report, was approved by order of the board of trustees, as the company directors, on 5 December 2020 and signed on its behalf by:



Mr Muralee Nair
Chair of Board of Directors

THE PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)

GOVERNANCE STATEMENT

Scope of responsibility

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

The Board of Directors has delegated the day-to-day responsibility to the Chief Executive and Federation Principal, 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 Park Federation Academy Trust and the Secretary of State for Education. They are also responsible for reporting to the Board of Directors any material weaknesses or breakdowns in internal control.

Governance

The information on governance included here supplements that described in the Directors' report and in the Directors' responsibilities statement. The Board of Directors have formally met eight times during the year. Attendance during the year at meetings was as follows:

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

Director	Meetings attended	Out of a possible
Mr Muralee Nair, Chair	8	8
Dr Martin Young, CEO	8	8
Dr Adel Rouz	8	8
Mr Anoop Ghai	7	8
Ms Ranisha Dhamu	7	8
Mr Adrian Ingham	7	8
Ms Afsheen Chowdrey	6	8
Mr Peter Dollimore	7	8
Mr Simon Carter	8	8

The Finance and Operations Committee, and Audit Committee are sub-committees of the main Board of Directors. Their purpose is to carry out its roles under the Governors' scheme of delegation. The purpose of the Finance and Operations Committee is to assist the decision making of the Board, by enabling more detailed consideration to be given, fulfilling the Board's responsibility to ensure sound management of each academy's finances and resources, including proper planning, monitoring and probity. The main areas of work in the period have been the issues under its remit in the conversion to Academy status ensuring we are compliant with the Academy Financial Handbook. The Audit Committee continues to monitor our internal controls and external reports issued by the Auditor. Board Directors are issued with monthly finance reports.

Attendance at meetings in the year was as follows:

Director	Meetings attended	Out of a possible
Dr Martin Young, CEO	4	4
Dr Adel Rouz, Chair	4	4
Mr Anoop Ghai, Vice Chair	2	4
Ms Ranisha Dhamu	4	4
Ms Afsheen Chowdrey	4	4

THE PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)

GOVERNANCE STATEMENT (CONTINUED)

Governance (continued)

Financial Governance and Oversight:

Our governance arrangements include regular monitoring by the Board of Directors and its committees, including the Finance and Operations Committee and the Audit Committee. They receive monthly financial reports and ask relevant questions as evidenced in the minutes. There are a number of finance and operations specialists on the Board of Directors. The work of these committees is further informed by regular Responsible Officer reports, with the Chair of the Audit Committee supported by an independent finance consultant.

Review of Value for Money

As accounting officer, the Chief Executive and Federation Principal has responsibility for ensuring that the academy trust delivers good value in the use of public resources. The accounting officer understands that the value for money refers to the educational and wider societal outcomes achieved in return for the tax payer resources received.

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

Improving Educational Results:

We have ensured that resources are directed where they are most needed and most effective in meeting educational requirements, for example by:

Targeting resources in line with academy and Trust priorities, including:

- Ensure Catch-Up Premium funding is effectively used and its impact is monitored
- Ensure each school deploys some of its own resources to support children who have fallen behind during the pandemic
- Further strengthen special provision for pupils who attract Pupil Premium funding and at risk of underachieving.
- Further strengthen provision for children with special educational needs/disability.
- Recruitment of effective teachers responsible for the development of high-quality education.
- Recruitment of specialist teachers to effectively support the needs of all children.
- Further improve initiatives to ensure pupils' learning is sometimes child led and initiated, while at other times it is teacher-directed and is challenging enough to meet individual needs, including high attaining pupils.
- Specialised professional development for Newly Qualified Teachers.
- Specialised professional development for teachers at different stages of their leadership development.
- Further develop the assessment, tracking and monitoring processes to ensure data is used to inform planning, target interventions and support differentiation, including regular internal and Senior Leadership Team meetings to review progress and impact of interventions for different groups of pupils, supported by regular, focused and robust Pupil Progress Meetings.
- Refining Teacher Performance Management processes for effective monitoring of performance – including performance-related pay for teachers - aligned to priorities and professional development areas.
- Comparing results from the Trust's schools with national and local authority data, monitoring quality of teaching and learning in each school and across the Trust, and reviewing levels of expenditure for particular areas

THE PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)

GOVERNANCE STATEMENT (CONTINUED)

Review of Value for Money (continued)

Improving procurement and service:

We continue to actively endeavour to maximise the "buying power" of a Multi-Academy Trust to demonstrate value for money for the Trust and for taxpayers. Examples of steps taken to ensure value for money when purchasing include:

- We have procured energy centrally
- We have strengthened financial understanding at Academy Council level
- We have started to work with suppliers to help improve understanding and compliance with Modern Slavery
- We have made available on our website details of Executive Pay and will provide an easy to access Streamlined Energy and Carbon report.
- The Chief Operating Officer and his team have been influential in maintaining or driving down costs through better procurement and negotiation throughout 2019/20 which was part impacted due to Covid 19. During this period the Board of Directors conducted a risk assessment and sought advice to support suppliers who were at financial risk due to Covid hampering their operations. The party agreed to their auditors confirming all costs claimed were allowable as per the Cabinet Office Notice.

All contracts are reviewed on an annual basis to ensure they are fit for purpose and best value. For example maintenance, and support service contracts.

Greater Income Generation:

Examples of steps to maximize income include the following with lettings dropping due to Covid:

Enabling sports coaches to work within academies, to ensure that buildings were used out of hours.

Reviewing any letting opportunities, providing accommodation to Key workers.

Reviewing Controls and Managing Risks:

The Trust has prepared a risk register which is updated regularly and reviewed by the Audit and Risk Committee. The Finance and Operations Committee meets and reviews budgets, income and expenditure and cash flow forecasts. They also provide advice on the levels of reserves to be maintained. Each month the Board Directors are provided with management accounts in line with the requirements of the Academies Financial Handbook.

With changes to the Data Protection Bill, The Chief Operating Officer continues to oversee compliance across the Trust and in line with data management post Brexit.

Lessons Learned:

Our HR Department conduct exit interviews for staff to ensure we are able to monitor retention levels and focus future recruitment. We continue to review whenever a resignation is accepted, an analysis is done to determine whether or not to replace. At times this has resulted in grade changes without compromise on service. This resulted in staff leaving at various points throughout the year and not being automatically replaced. We continue to monitor curriculum spend to ensure it is in accord with the business plan. The Principal remains able to tailor spending to the needs of the children and the overall academy. This aligns spending to strategic need. We have worked with our Trade Union partners to adapt policies ensuring they meet our obligations

THE PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)

GOVERNANCE STATEMENT (CONTINUED)

The Purpose of the System of Internal Control

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

Capacity to Handle Risk

The Board of Directors 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 Directors is of the view that there is a formal on-going process for identifying, evaluating and managing the Trust's significant risks that has been in place for the year ended 31 August 2020 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Directors.

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 monthly financial reports which are reviewed and agreed by the Board of Directors;

- regular reviews by the Finance and Operations 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 and monitor the integrity of the financial statements;
- clearly defined purchasing (asset purchase or capital investment) guidelines
- delegation of authority and segregation of duties and identification and management of risks and identification and management of risks;

No significant issues to note were dealt with during the period.

The Trust undertakes internal checks that are supported by an external independent competent party, this supports to ensure compliance with published guidance. This role includes giving advice on financial matters and performing a range of checks on the Trust's financial systems twice a year. A report is produced which is presented to the Audit and Risk Committee, Finance and Operations Committee as well as the Board of Directors on the operation of the systems of control and on the discharge of the Directors' financial responsibilities.

THE PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)

GOVERNANCE STATEMENT (CONTINUED)

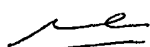
Review of Effectiveness

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

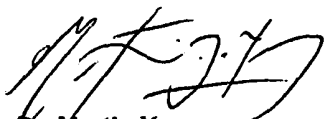
- The work of the Internal Scrutiny Officer;
- The work of the external auditor;
- The work of the Chief Operating Officer, Senior Finance Manager and the team of Finance Managers employed by the Trust;
- The work of the Senior Management Teams within the academies who have responsibility for the development maintenance of the internal control framework

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

Approved by order of the members of the board of trustees on 5 December 2020 and signed on their behalf by:



Mr Muralee Nair
Chair of Board of Directors



Dr. Martin Young
Accounting Officer

THE PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)

STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE

As accounting officer of The Park Federation Academy Trust I have considered my responsibility to notify the academy 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 academy 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.


Dr. Martin Young
Accounting Officer
Date: 5 December 2020

THE PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2020

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 and Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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

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

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

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

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

Approved by order of the members of the board of trustees on 5 December 2020 and signed on its behalf by:


Mr Muralee Nair
Chair of Board of Directors

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THE PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE
PARK FEDERATION ACADEMY TRUST**

Opinion

We have audited the financial statements of The Park Federation Academy Trust (the 'academy') for the year ended 31 August 2020 which comprise the Statement of Financial Activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2019 and the Academies Accounts Direction 2019 to 2020 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the academy 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 PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE
PARK FEDERATION 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. Other information includes the Reference and administrative details, the Trustees' report including the Strategic report, and the Governance statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

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 PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)

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

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the academy 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. 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.

Carly Pinkus (Senior statutory auditor)



FOR LANDAU BAKER LIMITED

for and on behalf of

Landau Baker Limited

Chartered Accountants
Statutory Auditors

Mountcliff House

154 Brent Street
London
NW4 2DR

5 December 2020

THE PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE PARK
FEDERATION ACADEMY TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY**

In accordance with the terms of our engagement letter dated 21 March 2016 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2019 to 2020, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by The Park Federation Academy Trust during the year 1 September 2019 to 31 August 2020 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to The Park Federation Academy Trust and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to The Park Federation 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 Park Federation Academy Trust and ESFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of The Park Federation Academy Trust's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of The Park Federation Academy Trust's funding agreement with the Secretary of State for Education dated 31 August 2012 and the Academies Financial Handbook, extant from 1 September 2019, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

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

Approach

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

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

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

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

THE PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE PARK
FEDERATION 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 2019 to 31 August 2020 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

Landau Baker Limited

Reporting Accountant

Landau Baker Limited

Chartered Accountants
Statutory Auditors

Mountcliff House
154 Brent Street
London
NW4 2DR

Date: 5 December 2020

THE PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2020**

	Note	Unrestricted funds 2020 £000	Restricted funds 2020 £000	Restricted fixed asset funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Income from:						
Donations and capital grants	3	55	-	864	919	971
Charitable activities		-	30,892	-	30,892	29,283
Other trading activities		334	-	-	334	490
Investments	6	4	-	-	4	5
Total income		393	30,892	864	32,149	30,749
Expenditure on:						
Raising funds		38	-	-	38	61
Charitable activities	8	317	31,943	1,513	33,773	32,225
Total expenditure		355	31,943	1,513	33,811	32,286
Net income/(expenditure)		38	(1,051)	(649)	(1,662)	(1,537)
Transfers between funds	19	-	(355)	355	-	-
Net movement in funds before other recognised gains/(losses)		38	(1,406)	(294)	(1,662)	(1,537)
Other recognised gains/(losses):						
Actuarial losses on defined benefit pension schemes	25	-	(2,644)	-	(2,644)	(3,382)
Net movement in funds		38	(4,050)	(294)	(4,306)	(4,919)
Reconciliation of funds:						
Total funds brought forward		4,644	(15,039)	68,107	57,712	62,631
Net movement in funds		38	(4,050)	(294)	(4,306)	(4,919)
Total funds carried forward		4,682	(19,089)	67,813	53,406	57,712

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

The notes on pages 33 to 58 form part of these financial statements.

THE PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)
REGISTERED NUMBER: 08146330

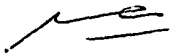
BALANCE SHEET
AS AT 31 AUGUST 2020

	Note	2020 £000	2019 £000
Fixed assets			
Tangible assets	15	67,012	67,420
		<u>67,012</u>	<u>67,420</u>
Current assets			
Debtors	16	795	769
Cash at bank and in hand		7,267	6,136
		<u>8,062</u>	<u>6,905</u>
Creditors: amounts falling due within one year	17	(2,591)	(2,007)
Net current assets		<u>5,471</u>	<u>4,898</u>
Total assets less current liabilities		<u>72,483</u>	<u>72,318</u>
Net assets excluding pension liability		<u>72,483</u>	<u>72,318</u>
Defined benefit pension scheme liability	25	(19,077)	(14,606)
Total net assets		<u><u>53,406</u></u>	<u><u>57,712</u></u>
Funds of the academy			
Restricted funds:			
Fixed asset funds	19	67,813	68,107
Restricted income funds	19	(12)	(433)
		<u>67,801</u>	<u>67,674</u>
Restricted funds excluding pension asset	19	67,801	67,674
Pension reserve	19	(19,077)	(14,606)
Total restricted funds	19	<u>48,724</u>	<u>53,068</u>
Unrestricted income funds	19	<u>4,682</u>	<u>4,644</u>
Total funds		<u><u>53,406</u></u>	<u><u>57,712</u></u>

THE PARK FEDERATION ACADEMY TRUST
(A company limited by guarantee)
REGISTERED NUMBER: 08146330

BALANCE SHEET (CONTINUED)
AS AT 31 AUGUST 2020

The financial statements on pages 29 to 58 were approved by the Trustees, and authorised for issue on 05 December 2020 and are signed on their behalf, by:



Mr Muralee Nair
Chair of Board of Directors

The notes on pages 33 to 58 form part of these financial statements.

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STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2020

	Note	2020 £000	2019 £000
Cash flows from operating activities			
Net cash provided by operating activities	21	1,368	506
Cash flows from investing activities	22	(237)	273
Change in cash and cash equivalents in the year		1,131	779
Cash and cash equivalents at the beginning of the year		6,136	5,357
Cash and cash equivalents at the end of the year	23, 24	<u>7,267</u>	<u>6,136</u>

The notes on pages 33 to 58 form part of these financial statements

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

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 2019 to 2020 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

1.2 Going concern

The Trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the academy 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.

1.3 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.

- **Legacies**

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the academy has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the academy, can be reliably measured.

- **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.

1.4 Expenditure

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

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

1. Accounting policies (continued)

1.4 Expenditure (continued)

the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

- **Expenditure on raising funds**

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

- **Charitable activities**

These are costs incurred on the academy'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.

1.5 Tangible fixed assets

Assets costing £2,500 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, at rates calculated to write off the cost of these assets, less their estimated residual value, over their expected useful lives on the following bases:

Leasehold property	- 5 - 50 years
Furniture and fixtures	- 5 - 25 years
Plant and equipment	- 5 - 25 years
Computer equipment	- 3- 5 years

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.

1.6 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.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

1. Accounting policies (continued)

1.7 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.

1.8 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.

1.9 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 16. Prepayments are not financial instruments. Amounts due to the academy's wholly owned subsidiary are held at face value less any impairment. Cash at bank is classified as a basic financial instrument and is measured at face value.

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 17. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument. Amounts due to the academy's wholly owned subsidiary are held at face value less any impairment.

1.10 Pensions

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

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**NOTES TO THE FINANCIAL STATEMENTS
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1. Accounting policies (continued)

1.10 Pensions (continued)

curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of financial activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

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

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 25, 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 2020. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

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NOTES TO THE FINANCIAL STATEMENTS
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3. Income from donations and capital grants

	Unrestricted funds 2020 £000	Restricted fixed asset funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Donations	55	-	55	72
Capital Grants	-	864	864	899
	<u>55</u>	<u>864</u>	<u>919</u>	<u>971</u>
<i>Total 2019</i>	<u>72</u>	<u>899</u>	<u>971</u>	

4. Funding for the academy's educational activities

	Restricted funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
DfE/ESFA grants			
General Annual Grant	23,908	23,908	23,363
Other DfE/ESFA Grants	3,732	3,732	2,783
	<u>27,640</u>	<u>27,640</u>	<u>26,146</u>
Other government grants			
Local Authority Grants	3,144	3,144	3,027
	<u>3,144</u>	<u>3,144</u>	<u>3,027</u>
Other funding			
Other Income	108	108	110
	<u>30,892</u>	<u>30,892</u>	<u>29,283</u>
<i>Total 2019</i>	<u>29,283</u>	<u>29,283</u>	

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**NOTES TO THE FINANCIAL STATEMENTS
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5. Income from other trading activities

	Unrestricted funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Lettings Income	89	89	116
Trip Income	73	73	120
Other Income	172	172	254
	<u>334</u>	<u>334</u>	<u>490</u>
<i>Total 2019</i>	<u>490</u>	<u>490</u>	

6. Investment Income

	Unrestricted funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Investment Income	4	4	5
	<u>5</u>	<u>5</u>	
<i>Total 2019</i>	<u>5</u>	<u>5</u>	

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

7. Expenditure

	Staff Costs	Premises	Other	Total	Total
	2020	2020	2020	2020	2019
	£000	£000	£000	£000	£000
Expenditure on raising funds:					
Direct costs	-	-	38	38	61
Educational Activities:					
Direct costs	22,192	-	1,702	23,894	22,910
Allocated support costs	5,194	1,239	3,446	9,879	9,315
	<u>27,386</u>	<u>1,239</u>	<u>5,186</u>	<u>33,811</u>	<u>32,286</u>
Total 2019	<u>25,703</u>	<u>1,237</u>	<u>5,346</u>	<u>32,286</u>	

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted	Restricted	Total	Total
	funds	funds	funds	funds
	2020	2020	2020	2019
	£000	£000	£000	£000
Educational Activities	317	33,456	33,773	32,225
	<u>-</u>	<u>32,225</u>	<u>32,225</u>	
Total 2019	<u>-</u>	<u>32,225</u>	<u>32,225</u>	

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

9. Analysis of expenditure by activities

	Activities undertaken directly 2020 £000	Support costs 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Educational Activities	23,894	9,879	33,773	32,225
<i>Total 2019</i>	<i>22,910</i>	<i>9,315</i>	<i>32,225</i>	

Analysis of direct costs

	Educational Activities 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Staff costs	20,203	20,203	18,896
Educational supplies	919	919	897
Educational consultancy	287	287	369
Technology costs	248	248	269
Agency teaching staff	1,989	1,989	2,112
Staff development	113	113	147
Other direct costs	135	135	220
	23,894	23,894	22,910
<i>Total 2019</i>	<i>22,910</i>	<i>22,910</i>	

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Educational Activities 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Pension finance costs	272	272	265
Staff costs	5,189	5,189	4,691
Depreciation	1,513	1,513	1,591
Rent and Rates	209	209	180
Maintenance of premises and equipment	589	589	489
Energy costs	326	326	316
Indirect employee expenses	134	134	217
Other support costs	389	389	369
Catering costs	877	877	806
Insurance	118	118	132
Other occupancy costs	115	115	114
Other support supply costs	5	5	4
Governance costs	143	143	141
	<u>9,879</u>	<u>9,879</u>	<u>9,315</u>
<i>Total 2019</i>	<u>9,315</u>	<u>9,315</u>	

10. Net income/(expenditure)

Net income/(expenditure) for the year includes:

	2020 £000	2019 £000
Operating lease rentals	30	22
Depreciation of tangible fixed assets	1,513	1,591
Fees paid to auditors for:		
- audit	20	20
- other services	4	3
	<u>1,537</u>	<u>1,616</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

11. Staff

a. Staff costs

Staff costs during the year were as follows:

	2020 £000	2019 £000
Wages and salaries	18,369	17,838
Social security costs	1,689	1,628
Pension costs	5,334	4,121
	<u>25,392</u>	<u>23,587</u>
Agency staff costs	1,989	2,112
Support staff agency costs	5	4
	<u>27,386</u>	<u>25,703</u>

b. Staff numbers

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

	2020 No.	2019 No.
Teachers	240	243
Administration and support	542	565
Management	48	49
	<u>830</u>	<u>857</u>

The average headcount expressed as full-time equivalents was:

	2020 No.	2019 No.
Teachers	217	221
Administration and support	320	312
Management	46	48
	<u>583</u>	<u>581</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

11. Staff (continued)

c. Higher paid staff

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

	2020 No.	2019 No.
In the band £60,001 - £70,000	7	3
In the band £70,001 - £80,000	3	3
In the band £80,001 - £90,000	4	4
In the band £170,001 - £180,000	1	1

d. Key management personnel

The key management personnel of the academy comprise the Trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the academy was £3,307,000 (2019 £3,173,000).

12. Central services

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

- management services;
- financial services;
- legal services;
- computer support

The academy charges for these services on the following basis:
3.25% of the school budget share GAG income and Local Authority Grants

The actual amounts charged during the year were as follows:

	2020 £000	2019 £000
Cranford Park Academy	136	133
James Elliman Academy	104	103
Lake Farm Park Academy	92	79
Montem Academy	131	128
Godolphin Junior Academy	72	69
Wood End Park Academy	143	141
Western House Academy	93	89
West Drayton Academy	97	89
Total	868	831

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NOTES TO THE FINANCIAL STATEMENTS
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13. Related Party Transactions- Trustees' remuneration and expenses

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

		2020	2019
		£000	£000
Dr Martin Young	Remuneration	175 - 180	170 - 175
	Pension contributions paid	40 - 45	25 - 30

During the year ended 31 August 2020, no Trustee expenses have been incurred (2019 - £NIL).

14. Trustees' and Officers' Insurance

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

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**NOTES TO THE FINANCIAL STATEMENTS
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15. Tangible fixed assets

	Long-term leasehold property £000	Assets under construction £000	Furniture and equipment £000	Plant and machinery £000	Computer equipment £000	Total £000
Cost or valuation						
At 1 September 2019	69,197	25	1,979	2,088	1,301	74,590
Additions	178	160	587	63	117	1,105
Disposals	-	-	-	-	(116)	(116)
Transfers between classes	25	(25)	-	-	-	-
At 31 August 2020	<u>69,400</u>	<u>160</u>	<u>2,566</u>	<u>2,151</u>	<u>1,302</u>	<u>75,579</u>
Depreciation						
At 1 September 2019	4,704	-	813	559	1,094	7,170
Charge for the year	1,045	-	202	154	112	1,513
On disposals	-	-	-	-	(116)	(116)
At 31 August 2020	<u>5,749</u>	<u>-</u>	<u>1,015</u>	<u>713</u>	<u>1,090</u>	<u>8,567</u>
Net book value						
At 31 August 2020	<u>63,651</u>	<u>160</u>	<u>1,551</u>	<u>1,438</u>	<u>212</u>	<u>67,012</u>
At 31 August 2019	<u>64,494</u>	<u>25</u>	<u>1,165</u>	<u>1,529</u>	<u>207</u>	<u>67,420</u>

16. Debtors

	2020 £000	2019 £000
Due within one year		
Trade debtors	25	34
Other debtors	214	224
Prepayments and accrued income	556	511
	<u>795</u>	<u>769</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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17. Creditors: Amounts falling due within one year

	2020	2019
	£000	£000
Trade creditors	827	681
Other taxation and social security	393	387
Other creditors	458	215
Accruals and deferred income	913	724
	<u>2,591</u>	<u>2,007</u>
	2020	2019
	£000	£000
Deferred income at 1 September 2019	418	377
Resources deferred during the year	376	418
Amounts released from previous periods	(417)	(377)
	<u>377</u>	<u>418</u>

At the balance sheet date, the academy trust was holding funds received in advance for the period relating to 2020/21.

18. Financial Instruments

	2020	2019
	£000	£000
Financial assets		
Financial assets measured at fair value through income and expenditure	<u>7,267</u>	<u>6,136</u>

Financial assets measured at fair value through income and expenditure comprise bank and cash balances.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

19. Statement of funds

	Balance at 1 September 2019 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2020 £000
Unrestricted funds						
General Funds - all funds	4,644	393	(355)	-	-	4,682
Restricted general funds						
GAG	(433)	23,908	(23,132)	(355)	-	(12)
Pupil premium	-	1,675	(1,675)	-	-	-
PE & sports funding	-	175	(175)	-	-	-
Other ESFA funding	-	1,882	(1,882)	-	-	-
SEN funding (LA)	-	1,365	(1,365)	-	-	-
Early years funding	-	1,630	(1,630)	-	-	-
Other LA funding	-	149	(149)	-	-	-
General funds	-	108	(108)	-	-	-
Pension reserve	(14,606)	-	(1,827)	-	(2,644)	(19,077)
	(15,039)	30,892	(31,943)	(355)	(2,644)	(19,089)
Restricted fixed asset funds						
Restricted Fixed Asset Funds - all funds	68,107	-	(1,513)	355	-	66,949
Devolved Formula Capital	-	97	-	-	-	97
Condition Improvement Fund	-	767	-	-	-	767
	68,107	864	(1,513)	355	-	67,813
Total Restricted funds	53,068	31,756	(33,456)	-	(2,644)	48,724

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**NOTES TO THE FINANCIAL STATEMENTS
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19. Statement of funds (continued)

	Balance at 1 September 2019 £000	Income £000	Expenditure £000	Transfers In/out £000	Gains/ (Losses) £000	Balance at 31 August 2020 £000
Total funds	57,712	32,149	(33,811)	-	(2,644)	53,406

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

Restricted fixed asset funds have been increased by capital grants provided by the DfE and reduced by depreciation charges.

Restricted general funds have been increased by revenue grants provided by the DfE and reduced by expenditure incurred in the operation of the academy.

The restricted funds can only be used in terms of limitations imposed in the Funding Agreement with the DfE and the terms of any specific grant.

Unrestricted funds have been increased by other trading activities and reduced by expenditure incurred in the operation of these trading activities.

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

Total funds analysis by academy

Fund balances at 31 August 2020 were allocated as follows:

	2020 £000	2019 £000
Cranford Park Academy	269	236
James Elliman Academy	487	404
Lake Farm Park Academy	835	515
Montern Academy	797	692
Godolphin Junior Academy	783	791
Wood End Park Academy	477	521
Western House Academy	337	488
West Drayton Academy	228	237
Central services	457	327
Total before fixed asset funds and pension reserve	4,670	4,211
Restricted fixed asset fund	67,813	68,107
Pension reserve	(19,077)	(14,606)
Total	53,406	57,712

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**NOTES TO THE FINANCIAL STATEMENTS
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19. Statement of funds (continued)

Total cost analysis by academy

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

	Teaching and educational support staff costs £000	Other support staff costs £000	Educational supplies £000	Other costs excluding depreciation £000	Total 2020 £000	Total 2019 £000
Cranford Park Academy	3,705	782	121	447	5,055	5,014
James Elliman Academy	2,501	668	117	429	3,715	3,636
Lake Farm Park Academy	2,203	568	144	482	3,397	2,627
Montem Academy	3,051	704	320	509	4,584	4,502
Godolphin Junior Academy	1,687	404	159	266	2,516	2,375
Wood End Park Academy	3,911	668	182	543	5,304	5,391
Western House Academy	2,466	470	156	372	3,464	3,212
West Drayton Academy	2,425	508	140	446	3,519	3,215
Central services	243	422	2	77	744	723
Academy	22,192	5,194	1,341	3,571	32,298	30,695

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NOTES TO THE FINANCIAL STATEMENTS
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19. Statement of funds (continued)

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

	Balance at 1 September 2018 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2019 £000
Unrestricted funds						
General Funds - all funds	3,752	567	(61)	386	-	4,644
Restricted general funds						
GAG	(63)	23,363	(23,284)	(449)	-	(433)
Pupil premium	-	1,727	(1,727)	-	-	-
PE & sports funding	-	177	(177)	-	-	-
Other ESFA funding	-	879	(879)	-	-	-
SEN funding (LA)	-	866	(866)	-	-	-
Early years funding	-	1,746	(1,746)	-	-	-
Other LA funding	-	415	(415)	-	-	-
General funds	-	110	(110)	-	-	-
Pension reserve	(9,794)	-	(1,430)	-	(3,382)	(14,606)
	(9,857)	29,283	(30,634)	(449)	(3,382)	(15,039)
Restricted fixed asset funds						
Restricted Fixed Asset Funds - all funds	68,736	-	(1,591)	63	-	67,208
Devolved Formula Capital	-	296	-	-	-	296
Condition Improvement Fund	-	603	-	-	-	603
	68,736	899	(1,591)	63	-	68,107

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19. Statement of funds (continued)

	<i>Balance at 1 September 2018 £000</i>	<i>Income £000</i>	<i>Expenditure £000</i>	<i>Transfers in/out £000</i>	<i>Gains/ (Losses) £000</i>	<i>Balance at 31 August 2019 £000</i>
Total Restricted funds	58,879	30,182	(32,225)	(386)	(3,382)	53,068
Total funds	62,631	30,749	(32,286)	-	(3,382)	57,712

20. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2020 £000	Restricted funds 2020 £000	Restricted fixed asset funds 2020 £000	Total funds 2020 £000
Tangible fixed assets	-	-	67,012	67,012
Current assets	4,682	2,579	801	8,062
Creditors due within one year	-	(2,591)	-	(2,591)
Provisions for liabilities and charges	-	(19,077)	-	(19,077)
Total	4,682	(19,089)	67,813	53,406

Analysis of net assets between funds - prior period

	Unrestricted funds 2019 £000	Restricted funds 2019 £000	Restricted fixed asset funds 2019 £000	Total funds 2019 £000
Tangible fixed assets	-	-	67,420	67,420
Current assets	4,644	1,574	687	6,905
Creditors due within one year	-	(2,007)	-	(2,007)
Provisions for liabilities and charges	-	(14,606)	-	(14,606)
Total	4,644	(15,039)	68,107	57,712

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

	2020 £000	2019 £000
Net expenditure for the period (as per Statement of financial activities)	(1,662)	(1,537)
Adjustments for:		
Depreciation	1,513	1,592
Capital grants from DfE and other capital income	(864)	(899)
Interest receivable	(4)	(5)
Defined benefit pension scheme cost less contributions payable	1,555	1,164
Defined benefit pension scheme finance cost	272	266
Increase in debtors	(26)	(44)
Increase/(decrease) in creditors	584	(31)
Net cash provided by operating activities	1,368	506

22. Cash flows from investing activities

	2020 £000	2019 £000
Dividends, interest and rents from investments	4	5
Purchase of tangible fixed assets	(1,105)	(631)
Capital grants from DfE and other capital income	864	899
Net cash (used in)/provided by investing activities	(237)	273

23. Analysis of cash and cash equivalents

	2020 £000	2019 £000
Cash at bank and in hand	7,267	6,136
Total cash and cash equivalents	7,267	6,136

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24. Analysis of changes in net debt

	At 1 September 2019 £000	Cash flows £000	At 31 August 2020 £000
Cash at bank and in hand	6,136	1,131	7,267
	<u>6,136</u>	<u>1,131</u>	<u>7,267</u>

25. Pension commitments

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

The latest actuarial valuation of the TPS related to the period ended 31 March 2016 and of the LGPS 31 August 2020.

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

Teachers' Pension Scheme

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

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

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25. Pension commitments (continued)

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

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

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

The employer's pension costs paid to TPS in the year amounted to £2,282,000 (2019 - £1,524,000).

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

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The academy 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.

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2020 was £1,869,000 (2019 - £1,825,000), of which employer's contributions totalled £1,465,000 (2019 - £1,429,000) and employees' contributions totalled £ 404,000 (2019 - £375,000). The agreed contribution rates for future years for both employees and employers LGPS range is from 17.6% to 24.8%.

As described in note 1.10 the LGPS obligation relates to the employees of the academy, who were the employees transferred as part of the conversion from the maintained school and new employees who were eligible to, and did, join the Scheme in the year. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and the academy at the balance sheet date.

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.

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**NOTES TO THE FINANCIAL STATEMENTS
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25. Pension commitments (continued)

Principal actuarial assumptions

London Borough of Hillingdon Pension Fund

	2020	2019
	%	%
Rate of increase in salaries	2.50	2.70
Rate of increase for pensions in payment/inflation	2.20	2.30
Discount rate for scheme liabilities	1.70	1.90
Inflation assumption (CPI)	2.20	2.30

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

	2020	2019
	Years	Years
<i>Retiring today</i>		
Males	22.1	22.6
Females	24.3	24.6
<i>Retiring in 20 years</i>		
Males	22.8	24.0
Females	25.5	26.5

Royal County of Berkshire Pension Fund

	2020	2019
	%	%
Rate of increase in salaries	3.25	3.70
Rate of increase for pensions in payment/inflation	2.25	2.20
Discount rate for scheme liabilities	1.60	1.85
Inflation assumption (CPI)	2.25	2.20

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

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25. Pension commitments (continued)

	2020 Years	2019 Years
<i>Retiring today</i>		
Males	21.5	22.1
Females	24.1	24.0
<i>Retiring in 20 years</i>		
Males	22.9	23.7
Females	25.5	25.8

Share of scheme assets

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

	2020 £000	2019 £000
Equities	7,314	6,694
Debt Instruments	3,319	3,479
Property	2,071	1,544
Cash	1,136	972
Other	287	523
Total market value of assets	14,127	13,212

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

	2020 £000	2019 £000
Current service cost	(3,015)	(2,345)
Past service cost	-	(244)
Interest income	256	318
Interest cost	(528)	(583)
Administrative expenses	(5)	(5)
Total amount recognised in the Statement of Financial Activities	(3,292)	(2,859)

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**NOTES TO THE FINANCIAL STATEMENTS
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25. Pension commitments (continued)

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

	2020 £000	2019 £000
At 1 September	27,818	20,610
Current service cost	3,015	2,345
Interest cost	528	583
Employee contributions	404	396
Actuarial losses	1,853	3,824
Benefits paid	(414)	(184)
Past service costs	-	244
At 31 August	33,204	27,818

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

	2020 £000	2019 £000
At 1 September	13,212	10,816
Interest income	256	318
Actuarial (losses)/gains	(791)	442
Employer contributions	1,465	1,429
Employee contributions	404	396
Benefits paid	(414)	(184)
Administrative expenses	(5)	(5)
At 31 August	14,127	13,212

26. Operating lease commitments

At 31 August 2020 the academy had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2020 £000	2019 £000
Not later than 1 year	13	27
Later than 1 year and not later than 5 years	12	37
	25	64

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27. 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.

28. Related party transactions

Owing to the nature of the academy 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 the trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the Academies Financial Handbook, including notifying the ESFA of all transactions made on or after 1 April 2019 and obtaining their approval where required, and with the academy's financial regulations and normal procurement procedures relating to connected and related party transactions.

No related party transactions took place in the period of account, other than certain trustees' remuneration and expenses already disclosed in note 13.