

Company Registration No. 08438964 (England and Wales)

CHILDREN OF SUCCESS SCHOOLS TRUST
(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2021



Haines Watts
Chartered Accountants & Registered Auditors
Bridge House
157A Ashley Road
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WA14 2UT

CHILDREN OF SUCCESS SCHOOLS TRUST

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CHILDREN OF SUCCESS SCHOOLS TRUST

REFERENCE AND ADMINISTRATIVE DETAILS

Members

Professor Mel Ainscow CBE (Chair)
Sheila Cairns
Richard Dyson
Stuart Leeming
Dame Benita Refson DBE
Hon. Robert Rayne

Trustees

Dayan Atenyam (appointed 1 October 2021)
Sally Barratt
David Bell
Richard Dyson (Chair)
Mark Glynn
Rebecca Hodgkins
Alison Jurkowski (retired 31 August 2021)
Stuart Leeming
Sue Spiteri (Executive Headteacher and Accounting Officer)
Daniel Stalford
Dr Paul Thompson
Karen White

Senior management team

- Sue Spiteri	Executive Headteacher & CEO
- Alison Jurkowski	Finance Director and Operations Manager (retired 31 August 2021)
- Dayan Atenyam	Finance Director and Operations Manager (appointed 13 September 2021)
- Lucy Croke	Head of School (The Willows)
- Katherine Price	Head of School (Haveley Hey)

Company registration number

08438964 (England and Wales)

Registered office

Willows Primary School
Tayfield Road
Woodhouse Park
Manchester
M22 1BQ

Academies operated

The Willows Primary School
Haveley Hey Community School

Location

Tayfield Road, Woodhouse Park, Manchester
Nearbrook Road, Wythenshawe, Manchester

Independent auditor

Haines Watts
Bridge House
Ashley Road
Hale
Altrincham
WA14 2UT

CHILDREN OF SUCCESS SCHOOLS TRUST

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 AUGUST 2021

The Trustees of the Children of Success Schools Trust ('the Trust'), who are also directors of the Trust for the purposes of the Companies Act, present their annual report and audited financial statements for the year ended 31 August 2021. The annual report serves the purpose of both a Trustees' report, and a directors' report under company law.

The Trust is an academy trust operating two academies: The Willows Primary School and Haveley Hey Community School, in Wythenshawe, Manchester. The Willows has a pupil capacity of 485, including 65 nursery places, and had 463 pupils on roll at the 2021 summer census date. Haveley Hey has a pupil capacity of 496, including 60 nursery places and had 461 pupils on roll at the 2021 summer census date. In addition the Trust operates 'The Bridge' which is a community building also located in Wythenshawe next to Haveley Hey where the Trust runs a two year old nursery for 24 pupils, a nurture group for pupils and provides space to other organisations who share our aims.

Structure, governance and management

Constitution

The Trust is a company limited by guarantee and an exempt charity. The charitable company's Memorandum and Articles of Association are the primary governing documents of the Trust. Details of the Trustees who served during the period are included in the reference and administrative details on page 1. The Trustees of Children of Success Schools Trust are also directors of the charitable company for the purposes of company law. The charitable company operates as Children of Success Schools Trust.

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 s/he is a member, or within one year after s/he ceases to be a member, such amount as may be requested, not exceeding £10, for the debts and liabilities contracted before s/he ceases to be a member.

Trustees' indemnities

The Trust has opted into the Department for Education's Risk Protection Arrangement to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring while on trust business. As explained in note 12 to the financial statements the limit of this indemnity is £10,000,000.

Method of recruitment and appointment or election of Trustees

The Board of Trustees is made up of:

- Three Trustees appointed by the members (of which one is nominated by Manchester Grammar School and one by Manchester Enterprise Academy).
- One parent Trustee (chosen from elected parent representatives on the school's governing committee).
- Six Trustees co-opted by the Board.
- The Executive Headteacher ex officio.

The Secretary of State for Education has the right to appoint one person to the Board. This right has not been exercised.

The Board conducts an annual skills audit and recruits new Trustees on the basis of needs identified through this process. Prospective Trustees (other than parents) are identified through partners and stakeholders or SGOSS (School Governors' One Stop Shop). They are asked to provide relevant information and referees and are advised of the Code of Conduct and the expectations of Trustees. They are invited to visit the schools and are interviewed by the Chair of the Board and at least one other Trustee, who will then make a recommendation on appointment.

Policies and procedures adopted for the induction and training of Trustees

Newly appointed Trustees are referred to relevant documents on the Trust's website as their information pack. They are briefed by the Chair of the Board and invited to visit the two schools and meet the Executive Headteacher, the two Heads of School and the Finance Director to be briefed on the educational profiles, financial position and any key issues. Trustees are screened in accordance to the safer recruitment process and also required to undertake Safeguarding and Keeping Children safe in Education training prior to visiting schools. They are expected to take new Trustee training in their first year.

CHILDREN OF SUCCESS SCHOOLS TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Trustees' training needs are identified through the annual skills audit and self-review, in the context of the Trust's strategic plan, and in response to government policies or requirements. Some training needs are met internally, for example by briefing Trustees on educational developments, arranging school visits or inviting an outside expert to provide training. Where appropriate, needs are met externally, for example safer recruitment and chairs' training. Trustees are advised of training opportunities offered through the Manchester Schools Alliance, One Education, the National College for Teaching and Learning and online providers.

Organisational structure

The Board of Trustees is responsible for the overall direction and control of the Trust and meets five times per year. The Board is responsible for setting strategy and objectives; setting policies including the admissions policy for the schools; ensuring the quality of educational provision; challenging and monitoring the schools' performance; managing the Trust's finances and property and approving the annual budget; approving capital expenditure and property purchase; acting as employer; appointing auditors to the Trust and approving the annual report and financial statements of the Trust. The Board has the following committees: Academic Outcomes, Finance and General Purposes, Pay, Safeguarding and a School Community Group for each school.

The Executive Headteacher in conjunction with the Head of School in each school, supported by a leadership team with defined areas of responsibility, is responsible for the Trust's operational management and for the curriculum and standards of the schools. The Finance Director/Operations Manager is responsible for managing the financial and physical resources of the Trust and for administrative and site staff. The Executive Headteacher and Finance Director/Operations Manager are appointed by and accountable to the Board.

Arrangements for setting pay and remuneration of key management personnel

The Executive Headteacher is paid in accordance with the School Teachers Pay and Conditions document with reference to the relevant pay range based on the school group determined from both schools' size and age range. An annual review of performance is carried out by members of the Board in conjunction with an independent adviser and pay progression is awarded on achievement of objectives. The pay of the Finance Director and Operations Manager is based on a scale using the leadership scale within the School Teachers Pay and conditions document. An annual review is carried out and pay progression is awarded on achievement of objectives. The Head of School in each school is paid in accordance with the School Teachers Pay and Conditions document with reference to the relevant pay range based on the school group determined from the school size and age range. Their annual performance review is carried out by the Executive Headteacher in conjunction with an independent adviser and pay progression is awarded on achievement of objectives.

Trade Union facility time

There were no relevant Union Officials during 2020/21 and consequently there was no time or pay bill spent on either facility time or any paid trade union activities.

Related parties and other connected charities and organisations

- Of the Trust's two schools, The Willows is a converter academy, sponsoring Haveley Hey. The role of The Willows as sponsor was concerned with providing leadership and professional resources to improve the performance of Haveley Hey. Following Haveley Hey's last three inspections judging the school as 'good' in July 2012, February 2015 and March 2019 the relationship remains to support performance across both schools.
- Manchester Grammar School provides support and guidance to the Trust educationally, particularly in relation to provision for pupils working at greater depth and through the support of a Trustee who sits on the Board.
- Each school contracts with Place2Be, a national charity providing mental health support services on site for children to enable them to benefit from learning. One Member of the Trust is the President of Place2be. The Finance and Human Resources Committee has reviewed the contracts with Place2Be and determined that this is an appropriate choice for the schools. The Member concerned played no part in this consideration.

CHILDREN OF SUCCESS SCHOOLS TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Objectives and activities

Objects and aims

The principal activities of the Trust as set out in the Articles of Association are to:

- (a) advance for the public benefit education in the United Kingdom by establishing, maintaining, carrying on, managing and developing schools offering a broad and balanced curriculum; and
- (b) promote for the benefit of the inhabitants of Wythenshawe 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, affinity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and the object of improving the condition of life of the said inhabitants.

Objectives, strategies and activities

The two schools aim to provide the highest standard of academic and creative education, based on respect for the rights of every child. This aim is delivered through:

- Engaging and supporting the most vulnerable and marginalised members of our communities
- Driving forward aspirations for every child and their family
- Providing every child with an academic education that equips them for a successful transition into the next phase of their learning
- Developing each child as a Rights Respecting citizen who will be an active and upstanding member of their local and future community

In 2020/21 our key objectives were to continue to improve the attainment and progress of our pupils in both schools, develop our leadership capacity to support continuous improvement and future expansion and continue to maintain and develop links across the two schools and with other primary schools. Achieving the objectives in 2020/21 has been more difficult than anticipated with the impact of the Coronavirus pandemic. The national lockdown in March 2020 and the bubble closures in 2020/21 resulted in the majority of children missing out on their education. National testing of primary pupils was suspended. Consequently, whilst we have data on pupil progress, we are unable to assess our achievement of objective outcomes- as assessed by tests.

Public benefit

In setting our objectives and planning our activities the Trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission.

Strategic report

Achievements and key performance indicators

Both schools are located in an inner city area with a high level of deprivation which brings extra challenges. Pupil premium entitlement at both schools is far in excess of the national average with 65% of children at Haveley Hey and 53% of those at The Willows receiving pupil premium funding, compared to the national average (Primary School) of 23%. Both schools also have high levels of children with special educational needs with 22% at Haveley Hey Community School and 23% at The Willows compared to the national average of 13%. We also have high numbers of white British boys, a group identified to struggle in education.

Financial data

The Trust produces management accounts each month which compare the operating results to the established annual budget. The majority of the Trust's income is from the ESFA and Manchester City Council, with a small amount of generated income from catering, after and before school programmes and provisions. The key financial performance indicators relating to operating results are shown below. There was a positive financial impact of the Coronavirus pandemic in the form of additional recovery grants from the ESFA as well as reduction of expenditure on school trips, residential trips amongst others, resulting in a more favourable variance against budget.

Aside from the impact of the Coronavirus pandemic, there has been a rise in high needs income with more children receiving funded education and health care plans, extra pupil premium funding for post LAC children, and some reduced services like trips from external providers due to their capacity issues and covid restrictions.

£000's	Actual 2020/21	Budget 2020/21	Variance to budget	Actual 2019/20	Budget 2019/20	Variance to budget	Actual 2018/19	Variance to 2018/19
Net revenue	-47	-132	85	80	-116	196	37	43

CHILDREN OF SUCCESS SCHOOLS TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Pupil numbers

Pupil numbers remain stable with only a couple of vacancies in some year groups. The two-year provision at The Bridge has increased from the previous year and comparable to pre-covid numbers.

School	Pupil numbers (Autumn Census)								Maximum capacity
	2014	2015	2016	2017	2018	2019	2020	2021	
Haveley Hey	437	450	464	467	455	440	451	448	480
The Willows	458	466	473	459	465	456	460	456	485
The Bridge	-	26	32	31	24	23	16	21	32

Pupil attainment and progress 2021

- Due to the Coronavirus pandemic and the national lockdown, no end of year assessments were undertaken in Summer 2021.
- The schools have accurate assessment data for the extended period of lockdown that occurred throughout the academic year.

At The Willows:

Reception

- 27% were on track to achieve the GLD by the end of Reception. This is from a baseline of 0%
- 89% of reception children made expected progress across the year in reading and numeracy, 98% in writing;
- 60% made accelerated progress in reading, 84% in writing and 80% in numeracy

End of KS1

In addition to the national lockdown, this cohort lost a term, 38 learning days across the year due to bubble closures with 24 of these in the Autumn term, the most impacted cohort across the Trust.

- 29% of children in Year 2 were on track for combined ARE in RWM (34% in Reading, 29% in writing and 39% in maths respectively);
- Almost a third of the pupils in year 2 made accelerated progress in R and W with 41% making accelerated progress in maths

End of KS2

- 31% of children in Year 6 were on track for combined ARE in RWM (54% in R, 39% in W and 41% in maths respectively. 39% of this cohort has SEND;
- 75% of Year 6 pupils made accelerated progress by the end of the year in reading and maths with 73% in writing;
- 62% of disadvantaged pupils without SEND ended year 6 on track for ARE across RW&M with 96% making accelerated progress in RW&M;

SEND

- 23% of all pupils at the Willows are SEND, 58% of these are boys. 90% of boys with SEND are White British

At Haveley Hey

Reception

- 17% were on track to achieve the GLD by the end of Reception from a baseline of 2%
- 78% of children made expected progress in reading, 82% in Writing and 84% in maths;
- 82% made accelerated progress across the year in Reading, 53% in Writing and 41% in Maths

End of KS1

- This cohort was the least affected by further bubble closures in addition to the period of national lockdown
- 54% of children in year 2 were on track for combined ARE in RWM
- A significant number of pupils made accelerated progress by the end of year (84% R, 86% W and 96% M)

CHILDREN OF SUCCESS SCHOOLS TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

End of KS2

- 45% of children in year 6 ended the year on track for combined ARE in RWM (57% Reading, 53% writing and 50% Maths respectively). 22% of this cohort have SEND
- 86% of pupils made expected progress across the year in Reading with 84% in writing and 90% in Maths. 79% of pupils made accelerated progress by the end of the year in Reading and Writing with 83% making accelerated progress in Maths

SEND

- 26% of all pupils of Haveley Hey are SEND. 76% of these are boys and 78% of boys on SEND register are White British.

Throughout the period of national lockdown both schools remained open to children of key workers, vulnerable pupils and pupils with significant SEND with a total of more than 300 children attending.

Ofsted inspections

Haveley Hey was last inspected in March 2019 and all areas were judged good. The Willows was inspected in December 2016 and all areas were judged good.

Going concern

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the academy trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Trust has adopted 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 main source of income for the Trust is revenue funding from the ESFA and Manchester City Council (for nursery children), both restricted to use for particular purposes. This funding is based primarily on pupil numbers from the October census in the previous year.

The income was used to provide education to the pupils in the school by employing staff, resources and meeting the running costs of the building and equipment.

The total income in the period was £5,564,000 (2020 - £5,484,000). Costs for the period, excluding depreciation but after charging £433,000 (2020-£469,000) in respect of liabilities for the Local Government Pension Scheme, totalled £5,951,000 (2020-£5,681,000) generating an operating deficit of £387,000 (2020-£197,000). The in-year surplus excluding the pension liability charges was £46,000 (2020-£272,000). The surplus recorded in 2020 represented the Condition Improvement Fund grant income of £162,000 and operating surplus of £110,000.

At 31 August 2021 the funds of the Trust were £2,701,000 (2020-£3,972,000), of which restricted funds made up £610,000 (2020-£655,000) and unrestricted £0 (2020-£0). The fall in funds is partly due to the impact of the FRS102 adjustment to the pension reserve which increased by £1,136,000 from £2,652,000 to £3,788,000. The rising pension reserve could result in higher pension contributions from employers or employees in future years and the ability of the public sector to provide the defined benefit pensions to employees. This rise in the pension liability is a result of high employer service costs due to the age profile of the staff in the scheme. The impact of the Coronavirus pandemic may reduce the returns of the pension scheme and hasten the need for the scheme to seek higher employee or employer contributions. The next actuarial valuation of the pension scheme is in 2022 with findings to be implemented from April 2023.

The outlook for the coming year indicates that the trust will need to use reserves to cover the shortfall in income against expenditure. This is particularly the case with the ongoing impact of the Coronavirus pandemic mainly in the areas of lost learning, staff absence as well as increasing SEND requirements. With a relatively fixed income and ever increasing costs, the impact on reserves in 2021-22 and future years will be greater. It should however be noted that Trustees took a thoroughly reasoned and tested decision to set a series of deficit budgets within the Trust's reserves policy due to high levels of reserves at the Trust's disposal. We also established a strategic budget objective over a defined period.

Beyond 2021-22 the impact of the National Funding Formula, the education spending review, actuarial review and the new social care levy from April 2022 could provide significant challenges. Staffing expenditure continues to be the key risk with pay awards and the impact of inflation increases. The living wage continues to drive wage inflation. With no capacity to increase pupil numbers, static or reduced funding per pupil as a result of changes to the funding formula, funding levels will be reduced and could impact on our ability to maintain staffing levels.

CHILDREN OF SUCCESS SCHOOLS TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Reserves policy

The Trustees recognise that it is important to build up and maintain free reserves to meet the future working capital needs of the Trust and to provide a cushion to deal with unexpected emergencies such as urgent maintenance. The Trust's current level of free reserves (total funds less the amount held in fixed assets and pension reserve funds) is £610,000 (2020 - £655,000) and the Trustees consider that these reserves need to be maintained at a level at least equivalent to one month's GAG, currently £336,000 (2020 - £311,000). The pension reserve of £3,788,000 (2020 - £2,652,000) indicates that a future demand on reserves and cashflow in the form of additional employer contributions to the pension scheme may arise. As this is based on the actuarial value rather than the FRS102 valuation we do not know what this impact might be, however it could be significant.

The financial implications of the Coronavirus pandemic should not impact our ability to meet our reserves policy for 2021-22 as already highlighted within the financial review section of this report.

Investment policy

The Trustees have delegated authority to the Finance Director to utilise term deposit arrangements for any funds not required for the furtherance of its charitable objectives in order that interest receipts are maximised in a low risk investment. Unless authorised by the Trustees, term deposits will not exceed 12 months and the current account balance will not be allowed to fall below £250,000 at any point as a result of deposits.

The Coronavirus pandemic has reduced the interest rates on our cash deposits.

Principal risks and uncertainties

The Board of Trustees has reviewed the key risks to which the academy trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal on-going process for identifying, evaluating and managing the academy trust's significant risks that has been in place for year ended 31 August 2021 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees.

The Trust's risk management process categorises risks under five headings Strategic, Operational, Finance, Knowledge Management and Compliance which are scored on the basis of probability and impact with an overall risk score determined. On that basis, the most significant risks identified by the Trustees and the strategies and plans to mitigate the risks are shown below:

Risks identified	Strategy/plan to address risk
Changes in Government policy resulting in reduced funding levels leading to reduced staffing and resources which prevents us from maintaining standards and delivering a wide curriculum.	Increase business efficiency including a programme of zero budgeting, integrated curriculum financial planning and contingency plans for possible reduced funding.
The impact of the Coronavirus pandemic on pupil and staff attendance with the associated impact on the education leading to children not achieving age related expectations and the additional financial costs of providing a Covid secure environment, staff absence and funding of a catch-up programme.	A clear recovery plan to address lost learning from the pandemic has been developed combined with close attention to the costs arising from measures to address pandemic related issues and staff absence.
Safeguarding in our challenging schools is high risk and requires significant management and control.	Safeguarding committee continues to focus Governance on Safeguarding.
The issues associated with the challenging school context, including high levels of deprivation, high SEND, mental health issues and low levels of attainment and knowledge on entry to school, combined with the weakening of the wider multi-agency support leading to unsustainable pressure on school resources.	Continue to invest in internal systems/support to deal with the wide range of issues and develop more effective communication with external multi-agency team and invest in resources to tackle family issues, improve our parental engagement, local stakeholders and community groups.

The Trust actively seeks to manage all risks and prioritises time and resources to reducing, avoiding or mitigating these risks.

CHILDREN OF SUCCESS SCHOOLS TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Fundraising

The Trust undertakes fundraising in a legal, open, honest and respectful manner within the school communities to contribute to school funds and also on behalf of various charities through activities such as summer and Christmas fairs, dressing up days, book sales and raffles. We do not work with any commercial participators or professional fundraisers as events are organised by staff in school. The Trust will occasionally approach grant making trusts for specific projects and this is always done with integrity.

We respect the school communities and their needs and consequently we limit fundraising to ensure we are not putting any undue obligation on parents to donate or participate in fundraising events.

Any fundraising activities and funds raised are monitored by the Head of School and the funds raised are widely published within our school newsletters and managed within our financial procedures. We have received no complaints about our fundraising.

Plans for future periods

- Implement a clear and smart catch-up programme for pupils' learning across both Trust schools in response to the Coronavirus pandemic.
- Further ensure that the curriculum pupils learn fulfils the quality of education requirements with clear intent and impact in a wider range of subjects and to ensure that there is clear evidence of pupil progress through assessment in all subjects.
- Support the emotional health and well-being of the whole school community across the Trust in response to the Coronavirus pandemic.

Our objectives over the next five years are as follows:

- Secure improvements in educational outcomes at both schools.
- Develop business services to serve the schools effectively and efficiently.
- Focus resources on educational priorities whilst achieving savings in business processes.
- Maintain and develop links across the Trust's two schools and with other primary schools.
- Continue the development of leadership capacity to allow expansion of the Trust in the medium term allowing us to welcome to the Trust further primary schools that share our ethos and vision.

Funds held as custodian trustee on behalf of others

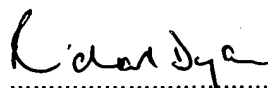
The Trust does not hold any funds as custodian Trustee on behalf of others.

Auditor

Insofar as the Trustees are aware:

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

The Trustees' Report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 10 December 2021 and signed on the Board's behalf by:



Richard Dyson
Chair of Trustees

CHILDREN OF SUCCESS SCHOOLS TRUST

GOVERNANCE STATEMENT

FOR THE YEAR ENDED 31 AUGUST 2021

Scope of responsibility

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

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

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

Governance

The information on governance included here supplements that described in the trustees' report and the statement of trustees' responsibilities. During the year the Board of Trustees held 4 meetings. Attendance at meetings was as follows:

Board of Trustees' attendance September 2020 - August 2021

Name	Meetings attended	Out of a possible
Sally Barrett	4	4
David Bell	4	4
Richard Dyson (Chair)	4	4
Mark Glynn	3	4
Becky Hodgkins	1	4
Alison Jurkowski	4	4
Stuart Leeming	2	4
Sue Spiteri	4	4
Dan Stalford	2	4
Paul Thompson	3	4
Karen White	2	4

Governance review

- Whilst the main Board met 4 times during the year, the extensive subcommittees of the Board have met a further 15 times as detailed on pages 10-11. During the year many of the meetings were carried out remotely using conferencing software due to the Coronavirus pandemic. Reporting between the subcommittees and Board ensures that the oversight of detailed work carried out by the sub-committees are strong.
- A review of governance effectiveness was held on 10 December 2021.
- We have strengthened our School Community Groups with the recruitment of community members and filling vacancies for parent governors.

Finance and General Purposes Committee

The Finance and General Purposes Committee is a committee of the Board of Trustees. Its purpose is to set and monitor the annual budget; consider reports from the Finance Director and auditors, report on financial projections and plans, exercise delegated powers in accordance with the Financial Procedures Manual, monitor compliance with the funding agreement and statutory requirements, oversee the management of the Trust's property and assets, discharge the Trust's functions as employer including approving the staffing structures, the annual pay budget, and human resources policies, approve and review data protection and freedom of information policies and compliance with these; assess the effectiveness of the audit process and recommend the appointment of the external auditor; review management's response to the auditor's management letter; assess and report on the effectiveness of the risk management framework; maintain the risk register; review the Trust's whistleblowing procedures and procedures for detecting fraud and financial crime; review the actions and judgements of management in relation to the annual financial statements, the effectiveness of internal control systems and to make recommendations to the Board of Trustees for the approval of the annual report and financial statements.

CHILDREN OF SUCCESS SCHOOLS TRUST

GOVERNANCE STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Committee attendance September 2020 - August 2021

Name	Meetings attended	Out of a possible
Richard Dyson	4	4
Alison Jurkowski	4	4
Stuart Leeming	3	4
Sue Spiteri	4	4
Dan Stalford (Chair)	4	4
Liam McGonagle	4	4

Pay Committee

The Pay Committee is a committee of the Board of Trustees. Its purpose is to review pay policies; ensure that they are statutorily compliant; determine pay ranges for staff; review staffing structures in respect to relativities and make recommendations on the annual pay budget; establish sub-committees for performance review of the Executive Headteacher and Finance Director/Operations Manager; review the outcomes of appraisal and recommendations for performance-related pay and pay progression for staff.

Committee attendance September 2020 - August 2021

Name	Meetings attended	Out of a possible
David Bell (Chair)	2	2
Liam McGonagle	2	2
Dan Stalford	2	2

Academic Outcomes Committee

The Academic Outcomes Committee is responsible for agreeing targets for pupil achievement, receiving regular reports on pupil progress and progress towards achieving those targets and monitoring information on the quality and effectiveness of teaching and learning in the target related curriculum.

Committee attendance September 2020 - August 2021

Name	Meetings attended	Out of a possible
Sally Barrett (Chair)	3	3
Mark Glynn	1	3
Sue Spiteri	3	3
Richard Dyson	3	3

School Community Groups

Each school has a Governing Committee (a School Community Group) which are committees of the Board of Trustees. The committees are made up of Board members, elected parent and staff members and co-optees from the community. Under the Scheme of Delegation, the School Community Group for each school is responsible for ensuring the delivery of a broad and balanced curriculum, that all pupils have access to a high quality education provision in line with the shared mission and values, that feedback from pupils and parents and stakeholders is obtained systematically and acted on and reported back and that the School Improvement Plan is monitored and implemented.

The Willows School Community Group attendance September 2020 - August 2021

Name	Meetings attended	Out of a possible
Richard Dyson (Acting Chair)	3	3
Ruth Bradbury	1	3
Chris Evans	3	3
Mark Glynn	1	3
Tania Graham	3	3
Alison Jurkowski	1	3
Maggie Karwat	3	3
Steve Kay	1	3
Jenna Livingston	1	3
Sue Spiteri	2	3
Dan Stalford	3	3
Karen White	2	3

CHILDREN OF SUCCESS SCHOOLS TRUST

GOVERNANCE STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Haveley Hey School Community Group attendance September 2020 - August 2021

Name	Meetings attended	Out of a possible
Sally Barratt (Chair)	3	3
Gary London	3	3
Mary Mallick	1	3
Liam McGonagle	3	3
Dawn Riley	3	3
Sue Spiteri	3	3
Paul Thompson	2	3
Heidi Trefla	2	3
Samantha Wallwork	0	3

Safeguarding Committee

The Safeguarding Committee meets once per term. The committee is responsible for monitoring the school arrangements for ensuring the children are safeguarded within the schools.

Committee attendance September 2020 - August 2021

Name	Meetings Attended	Out of a possible
Alison Jurkowski	3	3
Sue Spiteri	3	3
Paul Thompson (Chair)	3	3

Review of value for money

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

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

- we have sought to limit cost increases to below inflation by active financial management of the provision of services through service agreements and to reduce costs generally by negotiating a combined contract for both academies where this is practicable; and
- we have used the Government procurement service to compare costs of existing contracts.

The purpose of the system of internal control

The system of internal control, which has been in place in the Trust for the year ended 31 August 2021 and up to the date of approval of the annual report and financial statements, 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's 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.

Capacity to handle risk

Our capacity to handle risk is detailed above in the section on principal risks and uncertainties.

CHILDREN OF SUCCESS SCHOOLS TRUST

GOVERNANCE STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

The risk and control framework

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

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

The Board of Trustees has bought in an internal audit service from Redrambler Limited to carry out a review of financial controls for the year ended 31 August 2021. Two internal reviews were undertaken and the reports were reviewed by the Finance and General Purposes Committee. The audit service's role includes giving advice on financial matters and performing a range of checks on the academy trust's financial and other systems. In particular, the checks carried out in the current period included:

- Purchasing
- Payroll and personnel management
- Income and cash control
- Risk management
- Premises management and Health and Safety
- Assets
- Pupil Premium

On a twice a year basis following the visit, the internal audit service reports to the board of Trustees on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities.

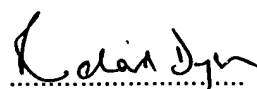
Review of effectiveness

The Accounting Officer has responsibility for reviewing the effectiveness of the system of internal control. During the period in question the review has been informed by:

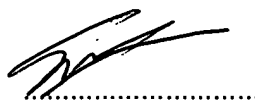
- the work carried out by the internal audit service;
- the work of the external auditor;
- the financial management and governance self-assessment process/the school resource management self-assessment tool; and
- the work of the executive managers within the Academy Trust who have responsibility for the development and maintenance of the internal control framework.

The Accounting Officer is advised by the Finance and General Purposes Committee of the implications of its reviews of the system of internal control and, if considered necessary, a plan to address weaknesses and ensure continuous improvement of the system will be put in place.

Approved by order of the members of the Board of Trustees on 10th December 2021 and signed on its behalf by:



Richard Dyson
Chair of Trustees



Sue Spiteri
Accounting Officer

CHILDREN OF SUCCESS SCHOOLS TRUST

STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE

FOR THE YEAR ENDED 31 AUGUST 2021

As accounting officer of Children of Success Schools Trust, I have considered my responsibility to notify the academy trust board of trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the academy trust, under the funding agreement in place between the academy trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2020.

I confirm that I and the academy trust's board of trustees are able to identify any material irregular or improper use of funds by the academy trust, or material non-compliance with the terms and conditions of funding under the academy trust's funding agreement and the Academies Financial Handbook 2020.

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.



Sue Spiteri
Accounting Officer

Date: 10 December 2021

CHILDREN OF SUCCESS SCHOOLS TRUST

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 AUGUST 2021

The trustees (who are also the directors of Children of Success Schools Trust for the purposes of company law) are responsible for preparing the trustees' report and the accounts in accordance with the Academies Accounts Direction 2020 to 2021 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 accounts for each financial year. Under company law, the trustees must not approve the accounts 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 accounts, the trustees are required to:

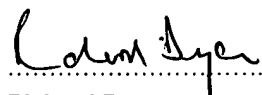
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts 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 accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

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

Approved by order of the members of the board of trustees on 10 December 2021 and signed on its behalf by:



Richard Dyson
Chair of Trustees

CHILDREN OF SUCCESS SCHOOLS TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CHILDREN OF SUCCESS SCHOOLS TRUST

FOR THE YEAR ENDED 31 AUGUST 2021

Opinion

We have audited the accounts of Children of Success Schools Trust for the year ended 31 August 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the accounts, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice), the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021 issued by the Education and Skills Funding Agency.

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the academy trust's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information, which comprises the information included in the annual report other than the accounts and our auditor's report thereon. Our opinion on the accounts 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 accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts 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 accounts 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.

CHILDREN OF SUCCESS SCHOOLS TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CHILDREN OF SUCCESS SCHOOLS TRUST (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report including the incorporated strategic report for the financial year for which the accounts are prepared is consistent with the accounts; and
- the trustees' report including the incorporated strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the academy trust and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report, including the incorporated 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 accounts are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the accounts

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation

CHILDREN OF SUCCESS SCHOOLS TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CHILDREN OF SUCCESS SCHOOLS TRUST (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

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

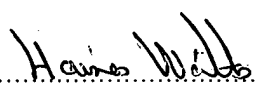
- Identify and assess the risks of material misstatement of the group's or the parent charitable company's financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Identify and test journal entries, in particular any journal entries posting with unusual account combinations.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's or parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation (ie. gives a true and fair view).
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

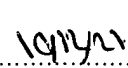
We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

Use of our report

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


.....
John Whittick BSc FCA (Senior Statutory Auditor)
for and on behalf of Haines Watts
Chartered Accountants
Statutory Auditor
Bridge House
Ashley Road
Hale
Altrincham
WA14 2UT

Date: 

CHILDREN OF SUCCESS SCHOOLS TRUST

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO CHILDREN OF SUCCESS SCHOOLS TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY

FOR THE YEAR ENDED 31 AUGUST 2021

In accordance with the terms of our engagement letter dated 7 August 2014 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2020 to 2021, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Children of Success Schools Trust during the period 1 September 2020 to 31 August 2021 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 Children of Success Schools Trust and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to the Children of Success Schools 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 Children of Success Schools Trust and ESFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Children of Success Schools Trust's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of Children of Success Schools Trust's funding agreement with the Secretary of State for Education dated 26 March 2013 and the Academies Financial Handbook, extant from 1 September 2020, 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 2020 to 2021. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period 1 September 2020 to 31 August 2021 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 Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

CHILDREN OF SUCCESS SCHOOLS TRUST

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO CHILDREN OF SUCCESS SCHOOLS TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY (CONTINUED)

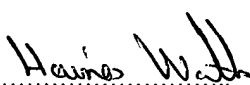
FOR THE YEAR ENDED 31 AUGUST 2021

The work undertaken to draw to our conclusion includes:

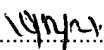
- We have confirmed that the activities conform to the academy trust's framework of authorities. As identified by review of minutes, management accounts, discussion with the accounting officer and other key management personnel.
- We have carried out an analytical review as part of the consideration of whether general activities of the academy trust are within the academy trust's framework of authorities.
- We have considered the evidence supporting the accounting officer's statement on regularity, propriety and compliance and have evaluated the general control environment of the academy trust and extended the procedures required for financial statements to include regularity.
- We have assessed and tested a sample of the specific control activities over regularity of a particular activity. In performing sample testing of expenditure, we have considered whether the activity is permissible within the academy trust's framework of authorities. We confirm that each item tested has been appropriately authorised in accordance with the academy trust's delegated authorities and that the internal delegations have been approved by the board of trustees, and conform to the limits set by the Department for Education.
- Formal representations have been obtained from the board of trustees and the accounting officer acknowledging their responsibilities including disclosing all non-compliance with laws and regulations specific to the authorising framework, access to accounting records, provision of information and explanations, and other matters where direct evidence is not available.
- In performing sample testing of expenditure, we have reviewed against specific terms of grant funding within the funding agreement. We have reviewed the list of suppliers and have considered whether supplies are from related parties and have reviewed minutes for evidence of declaration of interest, and whether or not there was involvement in the decision to order from this supplier.
- We have performed sample testing of other income and tested whether activities are permitted within the academy trust's charitable objects.

Conclusion

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 1 September 2020 to 31 August 2021 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



Haines Watts
Reporting Accountant

Date: 

CHILDREN OF SUCCESS SCHOOLS TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT AND STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES

FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	Unrestricted funds £(000)	Restricted funds: General £(000)	Fixed asset £(000)	Total 2021 £(000)	Total 2020 £(000)
Income and endowments from:						
Donations and capital grants	3	-	56	18	74	183
Charitable activities:						
- Funding for educational operations	4	-	5,466	-	5,466	5,244
Other trading activities	5	6	18	-	24	54
Investments	6	-	-	-	-	3
Total		<u>6</u>	<u>5,540</u>	<u>18</u>	<u>5,564</u>	<u>5,484</u>
Expenditure on:						
Charitable activities:						
- Educational operations	9	-	5,951	181	6,132	5,840
Total	7	<u>-</u>	<u>5,951</u>	<u>181</u>	<u>6,132</u>	<u>5,840</u>
Net income/(expenditure)		6	(411)	(163)	(568)	(356)
Transfers between funds	18	(6)	(67)	73	-	-
Other recognised gains/(losses)						
Actuarial (losses)/gains on defined benefit pension schemes	23	-	(703)	-	(703)	65
Net movement in funds		-	(1,181)	(90)	(1,271)	(291)
Reconciliation of funds						
Total funds brought forward		-	(1,997)	5,969	3,972	4,263
Total funds carried forward		<u>-</u>	<u>(3,178)</u>	<u>5,879</u>	<u>2,701</u>	<u>3,972</u>

CHILDREN OF SUCCESS SCHOOLS TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT AND STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Comparative year information Year ended 31 August 2020		Unrestricted funds	Restricted funds:		Total 2020
	Notes	£(000)	General £(000)	Fixed asset £(000)	£(000)
Income and endowments from:					
Donations and capital grants	3	2	1	180	183
Charitable activities:					
- Funding for educational operations	4	-	5,244	-	5,244
Other trading activities	5	38	16	-	54
Investments	6	3	-	-	3
Total		<u>43</u>	<u>5,261</u>	<u>180</u>	<u>5,484</u>
Expenditure on:					
Charitable activities:					
- Educational operations	9	-	5,681	159	5,840
Total	7	<u>-</u>	<u>5,681</u>	<u>159</u>	<u>5,840</u>
Net income/(expenditure)		43	(420)	21	(356)
Transfers between funds	18	(138)	(77)	215	-
Other recognised gains/(losses)					
Actuarial gains on defined benefit pension schemes	23	-	65	-	65
Net movement in funds		(95)	(432)	236	(291)
Reconciliation of funds					
Total funds brought forward		<u>95</u>	<u>(1,565)</u>	<u>5,733</u>	<u>4,263</u>
Total funds carried forward		<u>-</u>	<u>(1,997)</u>	<u>5,969</u>	<u>3,972</u>

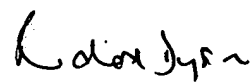
CHILDREN OF SUCCESS SCHOOLS TRUST

BALANCE SHEET

AS AT 31 AUGUST 2021

		2021	2020
	Notes	£(000)	£(000)
Fixed assets			
Tangible assets	13	5,879	5,870
Current assets			
Stocks	14	2	3
Debtors	15	255	340
Cash at bank and in hand		862	906
		<u>1,119</u>	<u>1,249</u>
Current liabilities			
Creditors: amounts falling due within one year	16	(509)	(495)
Net current assets		<u>610</u>	<u>754</u>
Net assets excluding pension liability		<u>6,489</u>	<u>6,624</u>
Defined benefit pension scheme liability	23	(3,788)	(2,652)
Total net assets		<u>2,701</u>	<u>3,972</u>
Funds of the academy trust:			
Restricted funds	18		
- Fixed asset funds		5,879	5,969
- Restricted income funds		610	655
- Pension reserve		(3,788)	(2,652)
Total restricted funds		<u>2,701</u>	<u>3,972</u>
Unrestricted income funds	18	-	-
Total funds		<u>2,701</u>	<u>3,972</u>

The accounts were approved by the trustees and authorised for issue on 10 December 2021 and are signed on their behalf by:



Richard Dyson
Chair of Trustees

Company Number 08438964

CHILDREN OF SUCCESS SCHOOLS TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	2021 £(000)	£(000)	2020 £(000)	£(000)
Cash flows from operating activities					
Net cash provided by/(used in) operating activities	20		127		(137)
Cash flows from investing activities					
Dividends, interest and rents from investments		-		3	
Capital grants from DfE Group		18		180	
Purchase of tangible fixed assets		(189)		(296)	
Net cash used in investing activities			(171)		(113)
Net decrease in cash and cash equivalents in the reporting period			(44)		(250)
Cash and cash equivalents at beginning of the year			906		1,156
Cash and cash equivalents at end of the year			862		906

CHILDREN OF SUCCESS SCHOOLS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies

Children of Success Schools Trust is a charitable company. The address of its principal place of business is given on page 1 and the nature of its operations are set out in the trustees' report.

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

1.1 Basis of preparation

The accounts of the academy trust, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2020 to 2021 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

1.2 Going concern

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

1.3 Income

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

Grants

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

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

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

Donations

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

Other income

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

CHILDREN OF SUCCESS SCHOOLS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies

Donated goods, facilities and services

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

Donated fixed assets

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

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. This includes redundancy and severance payments.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

All resources expended are inclusive of irrecoverable VAT.

Expenditure on raising funds

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

Charitable activities

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

1.5 Tangible fixed assets and depreciation

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

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

CHILDREN OF SUCCESS SCHOOLS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies

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

Leasehold buildings	50 years
Computer equipment	3 years
Furniture & equipment	3-5 years
Leasehold improvements	5-50 years

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use and reclassified to freehold or leasehold land and buildings.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the statement of financial activities.

1.6 Liabilities

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

1.7 Leased assets

Rentals payable under operating leases are charged on a straight line basis over the period of the lease.

1.8 Financial instruments

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

Financial assets

Trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost. Prepayments are not financial instruments.

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

Financial liabilities

Trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost. Taxation and social security are not included in the financial instruments disclosure definition.

Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

1.9 Stock

Stock is valued at the lower of cost and net realisable value. Net realisable value is based on estimated selling price less further costs to completion and disposal. Provision is made for obsolete and slow moving stock.

CHILDREN OF SUCCESS SCHOOLS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies

1.10 Taxation

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

1.11 Pensions benefits

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

The TPS is an unfunded scheme and contributions are calculated to spread the cost of pensions over employees' working lives with the academy trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary based on quadrennial valuations using a prospective unit credit method. The 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 are recognised in the period to which they relate.

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

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

1.12 Fund accounting

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

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by 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.

2 Critical accounting estimates and areas of judgement

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

CHILDREN OF SUCCESS SCHOOLS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

2 Critical accounting estimates and areas of judgement

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 23, will impact the carrying amount of the pension liability. Furthermore, a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 August 2021. 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.

3 Donations and capital grants

	Unrestricted funds £(000)	Restricted funds £(000)	Total 2021 £(000)	Total 2020 £(000)
Capital grants	-	18	18	180
Other donations	-	56	56	3
	<u>-</u>	<u>74</u>	<u>74</u>	<u>183</u>

CHILDREN OF SUCCESS SCHOOLS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

4 Funding for the academy trust's educational operations

	Unrestricted funds £(000)	Restricted funds £(000)	Total 2021 £(000)	Total 2020 £(000)
DfE/ESFA grants				
General annual grant (GAG)	-	3,809	3,809	3,751
Other DfE/ESFA grants:				
UFSM	-	77	77	70
Pupil premium	-	758	758	713
Teachers pension grant	-	123	123	124
Others	-	82	82	83
	<u>-</u>	<u>4,849</u>	<u>4,849</u>	<u>4,741</u>
Other government grants				
Local authority grants	-	552	552	503
	<u>-</u>	<u>552</u>	<u>552</u>	<u>503</u>
COVID-19 additional funding				
DfE/ESFA				
Other DfE/ESFA COVID-19 funding	-	65	65	-
	<u>-</u>	<u>65</u>	<u>65</u>	<u>-</u>
Total funding	<u>-</u>	<u>5,466</u>	<u>5,466</u>	<u>5,244</u>

Following the reclassification in the Academies Accounts Direction 2020/21 of some grants received from the Department for Education and ESFA, the academy trust's funding for Universal Infant Free School Meals and Pupil Premium is no longer reported under the Other DfE Group grants heading, but as separate lines under the Other DfE/ESFA grants heading. The prior year numbers have been reclassified.

The academy trust received £552,000 from the local authority in the year, being £185,000 high needs funding, £296,000 early years funding, £63,000 for pupil funding for children at The Bridge playgroup and £8,000 of funding for miscellaneous purposes.

The academy trust received £65,000 of covid catch up funding and expenditure in respect of this funding totalled £49,000, with the remaining £16,000 to be spent in 2021/22.

There were no unfulfilled conditions or other contingencies relating to the grants received during the year.

5 Other trading activities

	Unrestricted funds £(000)	Restricted funds £(000)	Total 2021 £(000)	Total 2020 £(000)
Hire of facilities	6	-	6	28
Catering income	-	18	18	16
Parental contributions	-	-	-	5
Other income	-	-	-	5
	<u>6</u>	<u>18</u>	<u>24</u>	<u>54</u>

CHILDREN OF SUCCESS SCHOOLS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

6 Investment income

	Unrestricted funds £(000)	Restricted funds £(000)	Total 2021 £(000)	Total 2020 £(000)
Short term deposits	-	-	-	3

7 Expenditure

	Staff costs £(000)	Non-pay expenditure Premises £(000)	Other £(000)	Total 2021 £(000)	Total 2020 £(000)
Academy's educational operations					
- Direct costs	3,618	163	461	4,242	3,933
- Allocated support costs	1,423	266	201	1,890	1,907
	<u>5,041</u>	<u>429</u>	<u>662</u>	<u>6,132</u>	<u>5,840</u>

Net income/(expenditure) for the year includes:

	2021 £(000)	2020 £(000)
Fees payable to auditor for:		
- Audit	9	10
- Other services	1	1
Operating lease rentals	4	4
Depreciation of tangible fixed assets	181	159
Net interest on defined benefit pension liability	<u>48</u>	<u>44</u>

8 Central services

No central services were provided by the academy trust to its academies during the year and no central charges arose.

9 Charitable activities

	2021 £(000)	2020 £(000)
All from restricted funds:		
Direct costs		
Educational operations	4,242	3,933
Support costs		
Educational operations	<u>1,890</u>	<u>1,907</u>
	<u>6,132</u>	<u>5,840</u>

CHILDREN OF SUCCESS SCHOOLS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

9 Charitable activities

Analysis of costs	2021 £(000)	2020 £(000)
Direct costs		
Teaching and educational support staff costs	3,618	3,351
Staff development	17	28
Depreciation	163	143
Educational supplies and services	444	411
	<u>4,242</u>	<u>3,933</u>
Support costs		
Support staff costs	1,423	1,438
Depreciation	18	16
Recruitment and support	9	11
Maintenance of premises and equipment	103	87
Cleaning	21	13
Energy costs	60	69
Rent, rates and other occupancy costs	31	50
Insurance	33	35
Interest on defined benefit pension scheme	48	44
Legal costs	2	-
Other support costs	132	133
Governance costs	10	11
	<u>1,890</u>	<u>1,907</u>

10 Staff

Staff costs

Staff costs during the year were:

	2021 £(000)	2020 £(000)
Wages and salaries	3,405	3,319
Social security costs	295	278
Pension costs	1,083	1,085
	<u>4,783</u>	<u>4,682</u>
Staff costs - employees	4,783	4,682
Agency staff costs	258	106
Staff restructuring costs	2	1
	<u>5,041</u>	<u>4,789</u>
Staff development and other staff costs	17	28
	<u>5,058</u>	<u>4,817</u>
Total staff expenditure	5,058	4,817

CHILDREN OF SUCCESS SCHOOLS TRUST
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

10 Staff

Staff restructuring costs comprise:

	2021 £(000)	2020 £(000)
Severance payments	2	1

Non statutory/non-contractual staff severance payments

Included in staff restructuring costs are non-statutory/non-contractual severance payments totalling £1,615 (2020: £428). Individually, the payment was £1,615.

Staff numbers

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

	2021 Number	2020 Number
Teachers	43	47
Administration and support	121	121
Management	4	4
	<u>168</u>	<u>172</u>

The comparative staff numbers have been restated to reallocate teaching assistants from teachers to administration and support.

Higher paid staff

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

	2021 Number	2020 Number
£60,001 - £70,000	2	2
£70,001 - £80,000	-	1
£90,001 - £100,000	1	1

Key management personnel

The key management personnel of the academy trust comprise the trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the academy trust was £353,029 (2020: £350,570).

CHILDREN OF SUCCESS SCHOOLS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

11 Trustees' remuneration and expenses

One or more trustees has been paid remuneration or has received other benefits from an employment with the academy trust. 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 was as follows:

S Spiteri (Headteacher The Willows)

Remuneration £95,000 - £100,000 (2020: £90,000 - £95,000)

Employers pension contributions £20,000 - £25,000 (2020: £20,000 - £25,000)

A Jurkowski (Staff trustee - resigned 31/08/21)

Remuneration £55,000 - £60,000 (2020: £70,000 - £75,000)

Employers pension contributions £10,000 - £15,000 (2020: £10,000 - £15,000)

During the year, expenses totalling £nil in relation to travel and subsistence were reimbursed to trustees (2020: £60 reimbursed to 2 trustees)

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

12 Trustees' and officers' insurance

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

13 Tangible fixed assets

	Leasehold land and buildings	Assets under construction	Computer equipment	Furniture & equipment	Total
	£(000)	£(000)	£(000)	£(000)	£(000)
Cost					
At 1 September 2020	6,702	63	176	13	6,954
Transfer	63	(63)	-	-	-
Additions	123	-	66	-	189
	<u>6,888</u>	<u>-</u>	<u>242</u>	<u>13</u>	<u>7,143</u>
At 31 August 2021	6,888	-	242	13	7,143
Depreciation					
At 1 September 2020	922	-	150	12	1,084
Charge for the year	157	-	23	-	180
	<u>1,079</u>	<u>-</u>	<u>173</u>	<u>12</u>	<u>1,264</u>
At 31 August 2021	1,079	-	173	12	1,264
Net book value					
At 31 August 2021	<u>5,809</u>	<u>-</u>	<u>69</u>	<u>1</u>	<u>5,879</u>
At 31 August 2020	<u>5,780</u>	<u>63</u>	<u>26</u>	<u>1</u>	<u>5,870</u>

CHILDREN OF SUCCESS SCHOOLS TRUST
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

13 Tangible fixed assets

The net book value of land and buildings comprises:

	2021 £(000)	2020 £(000)
Long leaseholds (over 50 years)	<u>4,967</u>	<u>5,077</u>

The land and buildings were valued in May 2014 by Mouchel, chartered surveyors, on a fair value basis at £5,896,000. This value attributed £378,000 to the land.

The Leasehold land & buildings net book value is made up of £4,967,137 land and buildings inherited on conversion, £196,907 The Bridge nursery and £645,447 building improvements carried out since conversion.

14 Stocks

	2021 £(000)	2020 £(000)
Catering stock	<u>2</u>	<u>3</u>

15 Debtors

	2021 £(000)	2020 £(000)
Trade debtors	1	7
VAT recoverable	37	34
Other debtors	1	1
Prepayments and accrued income	<u>216</u>	<u>298</u>
	<u>255</u>	<u>340</u>

16 Creditors: amounts falling due within one year

	2021 £(000)	2020 £(000)
Trade creditors	78	59
Other taxation and social security	159	148
Other creditors	11	21
Accruals and deferred income	<u>261</u>	<u>267</u>
	<u>509</u>	<u>495</u>

CHILDREN OF SUCCESS SCHOOLS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

17 Deferred income

	2021	2020
	£(000)	£(000)
Deferred income is included within:		
Creditors due within one year	134	97
Deferred income at 1 September 2020	97	123
Released from previous years	(97)	(123)
Resources deferred in the year	134	97
Deferred income at 31 August 2021	134	97

At the balance sheet date, the academy trust was holding funds received in advance for the following purposes:

	2021	2020
	£(000)	£(000)
High needs funding	23	7
Capital funds repayable	33	33
Universal Free School Meals	30	34
Pupil Premium	-	6
Early years funding	9	13
LAC funding	-	2
Welfare fund	1	1
Miscellaneous	1	1
MCC LAC support	25	-
Hut Group donation	12	-
	134	97

CHILDREN OF SUCCESS SCHOOLS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

18 Funds

	Balance at 1 September 2020 £(000)	Income £(000)	Expenditure £(000)	Gains, losses and transfers £(000)	Balance at 31 August 2021 £(000)
Restricted general funds					
General Annual Grant (GAG)	328	3,809	(3,798)	(11)	328
UIFSM	-	77	(77)	-	-
Pupil premium	-	758	(559)	-	199
Other DfE/ESFA COVID-19 funding	-	65	(49)	-	16
Other DfE/ESFA grants	327	205	(527)	-	5
Other government grants	-	552	(490)	-	62
Other restricted funds	-	74	(18)	(56)	-
Pension reserve	(2,652)	-	(433)	(703)	(3,788)
	<u>(1,997)</u>	<u>5,540</u>	<u>(5,951)</u>	<u>(770)</u>	<u>(3,178)</u>
Restricted fixed asset funds					
Inherited on conversion	5,077	-	(110)	-	4,967
DfE group capital grants	373	18	(30)	37	398
Capital expenditure from GAG	160	-	(14)	-	146
Private sector capital sponsorship	359	-	(27)	36	368
	<u>5,969</u>	<u>18</u>	<u>(181)</u>	<u>73</u>	<u>5,879</u>
Total restricted funds	<u>3,972</u>	<u>5,558</u>	<u>(6,132)</u>	<u>(697)</u>	<u>2,701</u>
Unrestricted funds					
General funds	-	6	-	(6)	-
Total funds	<u>3,972</u>	<u>5,564</u>	<u>(6,132)</u>	<u>(703)</u>	<u>2,701</u>

CHILDREN OF SUCCESS SCHOOLS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

18 Funds

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

Restricted general funds are those resources that have been designated restricted by the grant provider in meeting the general objectives of the academy.

Restricted fixed asset funds are those funds relating to the long term assets of the academy used in delivering the objectives of the academy.

Unrestricted funds are those funds to which the board of trustees may use in the pursuance of the academy's objectives and are expendable at the discretion of the trustees.

A transfer between unrestricted funds and restricted fixed asset funds has been made to cover the cost of fixed asset additions for which there was no specific funding.

A transfer has been made between other restricted funds and restricted fixed asset funds in relation to the donated devices.

Under the funding agreement with the Secretary of State, the academy trust was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2021.

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

	Balance at 1 September 2019 £(000)	Income £(000)	Expenditure £(000)	Gains, losses and transfers £(000)	Balance at 31 August 2020 £(000)
Restricted general funds					
General Annual Grant (GAG)	341	3,751	(3,687)	(77)	328
Other DfE/ESFA grants	342	990	(1,005)	-	327
Other government grants	-	503	(503)	-	-
Other restricted funds	-	17	(17)	-	-
Pension reserve	(2,248)	-	(469)	65	(2,652)
	<u>(1,565)</u>	<u>5,261</u>	<u>(5,681)</u>	<u>(12)</u>	<u>(1,997)</u>
Restricted fixed asset funds					
Transfer on conversion	5,187	-	(110)	-	5,077
DfE group capital grants	209	180	(16)	-	373
Capital expenditure from GAG	172	-	(14)	2	160
Private sector capital sponsorship	165	-	(19)	213	359
	<u>5,733</u>	<u>180</u>	<u>(159)</u>	<u>215</u>	<u>5,969</u>
Total restricted funds	<u>4,168</u>	<u>5,441</u>	<u>(5,840)</u>	<u>203</u>	<u>3,972</u>
Unrestricted funds					
General funds	95	43	-	(138)	-
Total funds	<u>4,263</u>	<u>5,484</u>	<u>(5,840)</u>	<u>65</u>	<u>3,972</u>

CHILDREN OF SUCCESS SCHOOLS TRUST
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

18 Funds

Total funds analysis by academy

	2021	2020
	£(000)	£(000)
Fund balances at 31 August 2021 were allocated as follows:		
The Willows Primary School	525	517
Haveley Hey Community School	85	138
	<u>610</u>	<u>655</u>
Total before fixed assets fund and pension reserve	610	655
Restricted fixed asset fund	5,879	5,969
Pension reserve	(3,788)	(2,652)
	<u>2,701</u>	<u>3,972</u>
Total funds	<u>2,701</u>	<u>3,972</u>

Total cost analysis by academy

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

	Teaching and educational support staff £(000)	Other support staff costs £(000)	Educational supplies £(000)	Other costs excluding depreciation £(000)	Total 2021 £(000)	Total 2020 £(000)
The Willows Primary School	1,970	564	192	214	2,940	2,823
Haveley Hey Community School	2,098	474	252	187	3,011	2,858
	<u>4,068</u>	<u>1,038</u>	<u>444</u>	<u>401</u>	<u>5,951</u>	<u>5,681</u>

19 Analysis of net assets between funds

	Unrestricted Funds £(000)	Restricted funds: General £(000)	Fixed asset £(000)	Total Funds £(000)
Fund balances at 31 August 2021 are represented by:				
Tangible fixed assets	-	-	5,879	5,879
Current assets	-	1,119	-	1,119
Creditors falling due within one year	-	(509)	-	(509)
Defined benefit pension liability	-	(3,788)	-	(3,788)
	<u>-</u>	<u>(3,178)</u>	<u>5,879</u>	<u>2,701</u>
Total net assets	<u>-</u>	<u>(3,178)</u>	<u>5,879</u>	<u>2,701</u>

CHILDREN OF SUCCESS SCHOOLS TRUST
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FOR THE YEAR ENDED 31 AUGUST 2021

19 Analysis of net assets between funds

	Unrestricted Funds £(000)	Restricted funds: General £(000)	Fixed asset £(000)	Total Funds £(000)
Fund balances at 31 August 2020 are represented by:				
Tangible fixed assets	-	-	5,870	5,870
Current assets	-	1,150	99	1,249
Creditors falling due within one year	-	(495)	-	(495)
Defined benefit pension liability	-	(2,652)	-	(2,652)
Total net assets	-	(1,997)	5,969	3,972

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

	2021 £(000)	2020 £(000)
Net expenditure for the reporting period (as per the statement of financial activities)	(568)	(356)
Adjusted for:		
Capital grants from DfE and other capital income	(18)	(180)
Investment income receivable	-	(3)
Defined benefit pension costs less contributions payable	385	425
Defined benefit pension scheme finance cost	48	44
Depreciation of tangible fixed assets	181	159
Decrease/(increase) in stocks	1	(3)
Decrease/(increase) in debtors	85	(135)
Increase/(decrease) in creditors	13	(88)
Net cash provided by/(used in) operating activities	127	(137)

21 Analysis of changes in net funds

	1 September 2020 £(000)	Cash flows £(000)	31 August 2021 £(000)
Cash	906	(44)	862

CHILDREN OF SUCCESS SCHOOLS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

22 Long-term commitments, including operating leases

At 31 August 2021 the total of the academy trust's future minimum lease payments under non-cancellable operating leases was:

	2021 £(000)	2020 £(000)
Amounts due within one year	-	4

23 Pension and similar obligations

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

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

Contributions amounting to £78,748 were payable to the schemes at 31 August 2021 (2020: £78,781) and are included within creditors.

Teachers' Pension Scheme

Introduction

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

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

Valuation of the Teachers' Pension Scheme

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

CHILDREN OF SUCCESS SCHOOLS TRUST
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

23 Pension and similar obligations

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

The employer's pension costs paid to the TPS in the period amounted to £428,375 (2020: £395,072).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

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

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contributions are as noted below. The agreed contribution rates for future years are 18.5% for employers and 5.5-12.5% for employees.

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

Total contributions made	2021 £(000)	2020 £(000)
Employer's contributions	270	265
Employees' contributions	90	86
Total contributions	360	351

Principal actuarial assumptions	2021 %	2020 %
Rate of increase in salaries	3.65	3.0
Rate of increase for pensions in payment/inflation	2.90	2.9
Discount rate for scheme liabilities	1.65	1.7

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

	2021 Years	2020 Years
Retiring today		
- Males	20.5	20.5
- Females	23.3	23.1
Retiring in 20 years		
- Males	21.9	22.0
- Females	25.3	25.0

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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

23 Pension and similar obligations

Scheme liabilities would have been affected by changes in assumptions as follows:

Sensitivity analysis

Changes in assumptions at 31 August 2021	Approximate % increase to employer liability	Approximate monetary amount (£000)
0.1% decrease in Real Discount Rate	2%	237
0.1% increase in the Salary Increase Rate	0%	18
0.1% increase in the Pension Increase Rate	2%	215
1 year increase in member life expectancy	4%	383

The academy trust's share of the assets in the scheme	2021 Fair value £(000)	2020 Fair value £(000)
Equities	4,106	3,092
Bonds	867	728
Property	405	318
Other assets	405	409
Total market value of assets	<u>5,783</u>	<u>4,547</u>

The actual return on scheme assets was £930,000 (2020: £(95,000)).

Amount recognised in the statement of financial activities	2021 £(000)	2020 £(000)
Current service cost	655	690
Interest income	(80)	(81)
Interest cost	128	125
Total operating charge	<u>703</u>	<u>734</u>

Changes in the present value of defined benefit obligations	2021 £(000)	2020 £(000)
At 1 September 2020	7,199	6,580
Current service cost	655	690
Interest cost	128	125
Employee contributions	90	86
Actuarial loss/(gain)	1,553	(241)
Benefits paid	(54)	(41)
At 31 August 2021	<u>9,571</u>	<u>7,199</u>

CHILDREN OF SUCCESS SCHOOLS TRUST
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

23 Pension and similar obligations

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

	2021	2020
	£(000)	£(000)
At 1 September 2020	4,547	4,332
Interest income	80	81
Actuarial (gain)/loss	850	(176)
Employer contributions	270	265
Employee contributions	90	86
Benefits paid	(54)	(41)
At 31 August 2021	<u>5,783</u>	<u>4,547</u>

24 Capital commitments

	2021	2020
	£(000)	£(000)
Expenditure contracted for but not provided in the accounts	<u>31</u>	<u>122</u>

25 Related party transactions

Owing to the nature of the academy trust 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 2020, including notifying ESFA of all transactions made on or after 1 April 2019 and obtaining their approval where required, and in accordance with the academy trust's financial regulations and normal procurement procedures relating to connected and related party transactions. The following related party transactions took place in the financial period.

Expenditure related party transactions

Place2Be - a charitable company in which Dame Benita Refson (member) has an interest.

- The academy trust made purchases of £63,960 (2020: £63,230) during the year from Place2Be. £10,660 was outstanding at 31 August 2021 (2020: £nil)
- The academy trust made the purchases at arms' length in accordance with its financial regulations, which Dame Benita Refson neither participated in, nor influenced
- In entering into the transactions the academy trust has complied with the requirements of the Academies Financial Handbook
- The element above £2,500 has been provided at 'no more than cost' and Place2Be has provided a statement of assurance confirming this

26 Members' liability

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