

The White Horse Federation

A Company Limited By Guarantee

Annual Report and Financial Statements

For the year ended 31 August 2021

Registered number: 08075785

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Reference and administrative details

For the year ended 31 August 2021

Members

Dr F Hammans (resigned 29 July 2021)
P Lender-Swain (resigned 7 September 2021)
D Roberts - Diocese of Salisbury Corporate Member
R Marsh
Maria Sullivan (appointed 25 May 2021)
Rahima Khatun-Malik (appointed 14 June 2021)

Trustees

Dr N Capstick OBE, Chief Executive Officer ³
L Gibson, Chair of the Trust Board ^{1,3}
C Hopton, Vice-Chair of Trustees (from 01.09.2021) Chair of Risk & Audit Committee ²
M Laffey (appointed 1 September 2020)
R Lewis ^{2,5}
C Macleod, Chair of People Committee & Pay and Remuneration Committee ^{2,4,5}
L Nel ^{3,5}
J Norton, Chair of Teaching, Learning and Standards Committee ^{3,4,5}
K Poulton ^{1,3,4}
E Spurrier, Vice-Chair of Trustees (resigned as Vice-Chair 01.09.2021) and
Chair of Finance Committee ¹
N Beckett (appointed 3 November 2020) ^{2,4,5}
S Haynes ^{1,3}

- ¹ Finance Committee
- ² Risk & Audit Committee
- ³ Teaching, Learning & Standards Committee
- ⁴ Pay & Remuneration Committee
- ⁵ People Committee

Company registered number

08075785

Company name

The White Horse Federation

Principal and registered office

The White Horse Federation
Plymouth Street
Swindon
SN1 2LB

Company secretary

S Bowler (resigned as Company Secretary 7 December 2020 but completing
Trustee / Member's records administration as part of Clerk to Trust Board role)

Chief executive officer

N Capstick

Senior management team

N Capstick, Chief Executive Officer
S Cowley, Executive Director Primary
C Belli, Executive Director Secondary
S Brimfield, Director for People
I Jones, COO / CFO

Reference and administrative details

For the year ended 31 August 2021 (continued)

Independent auditors Bishop Fleming Bath Limited
Chartered Accountants
Statutory Auditors
Minerva House
Lower Bristol Road
Bath
BA2 9ER

Bankers Lloyds Bank plc
5 High St
Swindon
SN1 3EN

Solicitors Veale Wasbrough Vizards
Narrow Quay House
Narrow Quay
Bristol
BS1 4QA

Trustees' Report

For the year ended 31 August 2021

The Trustees present their annual report together with the financial statements and auditors' report of the charitable company 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 White Horse Federation (TWHF) was incorporated on 18th May 2012

As at the date of these Accounts TWHF operated 24 Primary, 5 Secondary, 3 Special schools in Swindon, Wiltshire, Gloucestershire, Oxfordshire and Berkshire. TWHF has a focused passion for working collaboratively to provide first-class learning experiences to a wide range of children in order for them to strive for excellence as they enter the next phase of their education and, ultimately, the world of work. TWHF have a combined pupil capacity excluding Nursery of 13,501 and a roll of 12,228 at end of September 2021. In addition, there was 385 Nursery places recorded.

TWHF is committed to values-based education where teaching uses values to create a strong learning environment that enhances academic attainment and helps students develop social and relationship skills that last throughout their lives. Values are principles that drive behaviour, they influence our actions and attitudes, and become our framework for living. The wide range of positive human values encouraged in TWHF schools include patience, respect, fairness, tolerance, compassion, and collaboration. A positive learning environment is achieved through the values modelled by staff throughout each school.

As with the prior year this year saw significant disruption against the continued backdrop to the pandemic but equally a number of positives resulted including increased resilience and determination of all staff to the delivery of educational provision including enhanced development of virtual / remote learning platforms. TWHF, despite this difficult period of uncertainty, has continued to execute on its strategy to improve educational outcomes, improve its financial position and continued to support pupils and families.

OBJECTIVES AND ACTIVITIES

Objects and Aims

The principal object and activity of TWHF is to operate as a Multi Academy Trust for the benefit of young people and to advance the performance, development, delivery and maximise progress and attainment in all schools operating within TWHF. TWHF is recognised as one of the largest nationwide and forms a key member of the Queen's Street Group.

The mission of TWHF is to broaden the horizons of young people through world class education and to ensure the offer to disadvantaged students, a large cohort across the schools locations served by TWHF, is the best in class.

TWHF aims to deliver the above aims through the following key pillars of activity:

- Continue to raise the standard of educational attainment and achievement of all pupils.
- Provide a broad and balanced curriculum, including extracurricular activities, supported by central Trust expertise of School Improvement resources allowing the MAT to pool resources effectively.
- Ensure that every child enjoys the same high quality education in terms of resourcing, tuition and care.
- Ensure Principals of schools are focused on Teaching and Learning outcomes and not administration.
- Provide value for money for the funds expended.
- Fulfil the roles of Teaching Schools so it can drive improvements through TWHF schools and the broader community.
- Conduct TWHF business in accordance with the highest standards of integrity, probity and openness.

TWHF aims to enable each child to realise his or her full academic, creative and physical potential and to develop positive social and moral values.

Trustees' Report

For the year ended 31 August 2021 (continued)

Public Benefit

The Trustees confirm that they have complied with the duty in Section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit in exercising their powers or duties. They have referred to this guidance when reviewing TWHF aims and objectives and in planning its future activities. Many of the Academies serve financially deprived areas and TWHF aims to provide and advance a comprehensive education offering to all pupils in its care.

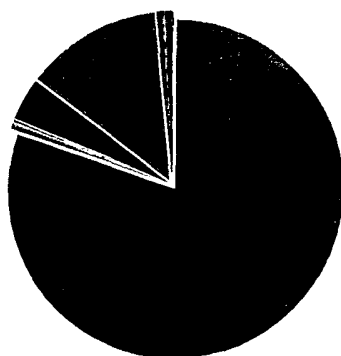
STRATEGIC REPORT

Key Performance Indicators & Metrics Summary

TWHF uses a number of key benchmarks to evaluate performance and drive budgetary control. These include Pupil Teacher Ratio, Teacher to Support Staff Ratios, Average Salaries and Non-Salary Spend ratios. Budget setting and monitoring have a clear focus on Integrated Curriculum Financial Planning (ICFP) and TWHF use the data to drive Year on Year performance and identify those schools in need of additional focus in order to ensure key benchmarks are targeted.

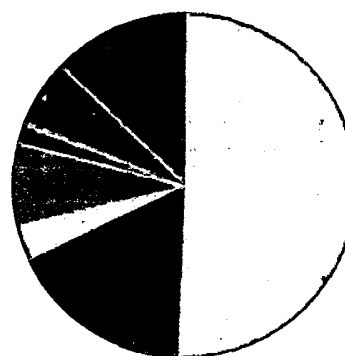
As funding is based on pupil numbers this is also a key performance indicator. Pupil numbers for 2020/21 were 12,228 an increase of 216, over 2019/20.

Annual Income



- Rates Relief
- Pupil Premium
- Catering
- Trips
- General Annual Grant
- Lettings
- Local Authority
- Other

Annual Operating Expense



- Teaching Staff
- Premises Staffing
- Other Staff
- Apprenticeship Levy
- Non-Staffing
- Educational Support Staff
- Admin Staffing
- Agency Staff
- Premises

Reserves

In 20/21 as part of our recovery program, we added £+0.6m to our reserves with further increase planned for 21/22.

Capital Investment

Over £2m spent on Infrastructure.

Development of on-line learning platform for TWHF Schools.

Covid

During the year we invested over £250k in devices to support the on-line learning capabilities of TWHF pupils.

People

800+ FTE Teaching Staff.

600+ FTE Support Staff.

Trustees' Report

For the year ended 31 August 2021 (continued)

Key Pupil KPIs

23.1 Primary Pupil Teacher Ratio.

16.0 Secondary Teacher Pupil Ratio.

Achievements and Performance

TWHF has a clear vision and growth strategy to develop mature hubs in the South West each including a mix of Secondary, Primary and Special schools. The strategy has supported the growth of TWHF to 32 schools albeit in the past two years the focus has been one of consolidation of schools on-boarded in terms of educational performance and financial viability.

TWHF has been impacted by the global pandemic as every educational establishment has been. We have been able to utilize the strengths of our centralised structures to develop plans across the organisation which have delivered a solid base for our pupils which has enabled them to continue their education, albeit in different settings. This has included the set up of VLE (Virtual Learning Environment) for our schools

From an operational perspective, this has allowed us to maximise opportunities with regards to device deployment, minimize financial exposures and ensure our facilities were as covid secure as possible. Obviously, the pandemic has impacted some of the plans and pace of delivery but that said a number of key achievements in 2020/2021 were accomplished and are detailed below.

Primary Level

Due to the second closure of Primary schools as a result of Covid 19, from 4th January 2021 children at key testing points were not assessed and comparative data with similar schools and national norms is not possible. Prior to Covid the results for combined RWM showed progress and the focus during lockdown was to ensure the VLE maintained the focus and learning that supported such improvement.

- All primary schools provided daily 'live learning' during the lockdown. As a result, 95%+ of pupils engaged with on-line learning.
- Primary schools successfully modified and adapted their curriculum post lockdown. As a result, transition into the next academic year clearly identified gaps in pupils' learning and allowed for teachers to plan well-sequenced lessons.
- Leadership development and succession planning continues to offer significant career advancement opportunities with three former Assistant Principals securing internal Headships with TWHF.
- All schools have a clear intent for their curriculum, providing coherent and well-sequenced approach to core and foundation subjects.

Secondary level

In January 2021, the Secretary of State announced that there would be no summer examination series for students taking GCSEs, AS levels or A levels in 2021, and it was confirmed that these qualifications would be awarded using Centre Determined Grades. This meant that individual examination centres, such as schools and colleges, determined the actual grades awarded for each qualification. By sharing its approach, TWHF secondary schools offered clarity and confidence to students, staff and families. Furthermore, it provided an overview on the decisions teachers made; and how teachers made these decisions; and identified the evidence teachers utilised to support the decision-making process.

The examination regulator made clear that it "should not be any easier or more difficult for students to attain their grades in 2021, than in previous years". The use of Centre Determined Grades acknowledged that the volume of work completed by a student was less than in previous years, owing to the ongoing impact of the global health crisis. Therefore, the use of Centre Determined Grades ensured students were not unfairly disadvantaged by the process. At the same time, they were designed to enable all students to progress to their next stage of learning and/or employment.

Trustees' Report

For the year ended 31 August 2021 (continued)

By further using this data and combining it with Comparative Outcomes Methodology through comparing baseline on entry at Year 7 over time with the two data collection points preceding "lockdown" we can extrapolate the following key messages:

- Disadvantaged outcomes across all schools in respect of 5 + English and Maths results have continued to rise since 2020.
- Combined outcomes for all schools continue to be strong, with MAT averages showing significant improvement across many areas.
- KS5 VA academic and vocational results are predominantly above the 2019 national average.

The KS4 and KS5 data for our Secondary schools is detailed below using CAG reporting as a basis:

School	Notional A8 (Based on CAG 2021)	Notional P8 (Based on CAG 2021)	5+ English & Math	KS5 Notional L3 VA Academic	KS5 Notional L3 VA Vocational
Devizes	47.47	0.35	48	0.18	0.59
JMA	42.4	0.02	34.7	1	0.72
Melksham Oak	46.41	-0.21	37.1	0.51	0.49
The Ridgeway	55.48	0.5	62.13	0.24	0.65
National Data 2019 2020/21 not available	46.5	-0.03	43%	0.03	0.04

During the year JMA received a positive Ofsted visit, embedding progress recently made. This is encouraging as the school repositions itself for a growth in pupil numbers and becoming a school of choice. By contrast, Peak Academy had a negative Ofsted visit in June 2021, and TWHF is now in active discussions with the RSC on improvement actions for the school.

Capital Programmes

During the year, TWHF completed work on a number of projects secured via SCA capital grants and LA funding including:

- Devizes roof replacement Phase II in certain areas and Fire Alarm replacement.
- Boiler replacements across a number of schools.
- Development of enhanced facilities at St Luke's.

TWHF is also actively engaging in a number of green initiative investments including LED light replacements, Solar panels and heat pumps. These will be progressed from 2022 onwards.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

TWHF is a company limited by guarantee and an exempt charity. The current Articles of Association were adopted August 1st 2018 and reflect the mixed nature of TWHF following the on boarding of new schools which included 6 Church of England (CoE) primary schools. The Articles of Association reflect this structure of schools and to ensure governance oversight of CoE schools by the Salisbury Diocesan Board of Education.

Details of the Trustees who served throughout the year and to the date of accounts approval, except as noted, are included in the Reference and Administrative Details on pages 1 to 2. N Capstick (Chief Executive Officer) is a Trustee.

Trustees' Report

For the year ended 31 August 2021 (continued)

Members' liability

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

Trustees' Indemnities

In accordance with normal commercial practice TWHF has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy business. Such insurance shall not extend to any claim arising from any act or omission which the Trustees knew to be a breach of trust or duty or reckless actions.

TRUSTEES

Appointment of Trustees

The Articles govern the appointment and role of Trustees and allow for the appointment of up to 12 Trustees for a four-year period, except that this time limit does not apply to the Chief Executive Officer (CEO). Subject to remaining eligible to be a particular type of Trustee, any Trustee may be re-appointed or re-elected.

When appointing new Trustees, the Board will give consideration to the skills and experience of existing Trustees in order to ensure that the Board has the necessary skills to contribute fully to TWHF's development.

Induction and Training of Trustees

The training and induction provided for new Trustees will depend upon their existing experience. Trustees are encouraged to visit schools and meet the Senior Leadership, although this has been physically limited by Covid restrictions in place at our schools in the past year. All Trustees are provided with copies of policies, procedures, minutes, accounts, budgets, plans and other necessary documents that they will need to undertake their role as Trustees.

The Trustees and LGB's are also supported by an independent governance expert, who provides ongoing advice, training and development on governance matters for these bodies.

TWHF's Articles of Association have resulted in the designation of a number of Trustees as Foundation Trustees and a Corporate Member, Dan Roberts, who represents the interests of the Salisbury Diocesan Board of Education.

ORGANISATION STRUCTURE

Governance

Governance of TWHF continued to evolve during the year with clear focus on long term planning, risk management and challenge as well as training of Local Boards of Governors. An audit of Trustees' skills and experience was carried out.

TWHF operates a number of sub-Committees that report into the Board – namely Risk & Audit, Teaching Learning and Standards, Pay & Remuneration, Finance and a People committee. The role of each sub-committee in monitoring risk management has been clarified with each sub-committee responsible for oversight of risks within its scope of activities. Reports and updates are provided to Risk & Audit committee from other sub committees as needed to enable it to monitor risk management across TWHF and report to TWHF Board. During the year significant work was undertaken in the area of developing the risk register and deploy it through the governance structure. All Trustees (with the exception of the Chair of Chair's Trustee) have been appointed to serve on at least one sub-committee.

Trustees' Report

For the year ended 31 August 2021 (continued)

The Board of Trustees meets a minimum of four times a year and normally includes a strategy away day although Covid has obviously meant a number of these meetings have been virtual. There have been a number of other focused meetings during the year centering on financial planning, growth and capacity and succession planning and these will continue into the coming year. The Board establishes an overall framework for the governance of TWHF and determines membership, terms of reference and procedures of its sub-committees and working groups.

It may receive written and verbal reports including policies from sub-committees for ratification. It monitors the activities of sub-committees through the minutes of their meetings. Working groups are established to perform specific tasks over a limited timescale. The Trustees consider that the combination of Board meetings and Committee meetings with the additional ad hoc meetings focused on key issues ensure that the Board are fully informed of key issues and challenges.

The following decisions are reserved to the Board of Trustees: to consider any proposals for changes to the status or constitution of TWHF and its committee structure; to appoint or remove the Chair and/or Vice Chair; to appoint the CEO and Clerk; to approve the Annual plan and budget. The Trustees are also responsible for setting general policy; adopting an annual plan and budget; approving the statutory accounts; monitoring performance and making major decisions about the direction of TWHF and staff appointments.

The Board of Trustees has devolved responsibility for day-to-day management to the CEO. The CEO implements the policies laid down by the Trustees and reports back to them on performance in line with the formal scheme of delegation.

ORGANISATION STRUCTURE - Operational

TWHF is the parent company for all the Academies as listed below. In addition, there are 2 subsidiary trading companies, ie. The White Horse Educational Services Company and The White Horse Consultancy Services Company which have been recently incorporated and dormant for 2020/21. The expectation will be for income to be generated in these during 2021/22 with all surpluses covenanted back to the parent TWHF.

The 32 schools within TWHF are managed across three main regions of Swindon, Wiltshire and Oxford/Berkshire and growth is shown in the table below:

Trustees' Report

For the year ended 31 August 2021 (continued)

Primary

Secondary

Drove Primary 1st Jul 12
Rodbourn Cheney Primary 1st Jul 12
Tregoze Primary 1st Jul 12
Nyland School 1st Jul 12
Mountford Manor 1st Jul 12

2011 / 12

The Croft 1st Sep 12

2012 / 13

Moredon Primary 3rd Oct 13
Zouch Academy 1st Apr 14

2013 / 14

Haydon Wick Primary 1st Sep 14

2014 / 15

The Ridgeway & Sixth Form 1st Nov 14
The Peak Academy 1st Apr 15

Southwold Primary 1st Apr 16
Gorse Hill Primary 1st Apr 16

2015 / 16

Southbroom Infants 1st Mar 17
West Kidlington 1st May 17

2016 / 17

Devizes School 1st Feb 17

Larkhill 1st Mar 18

2017 / 18

JMA Academy 1st Feb 18
ATOM Trust: 1st Aug 18
Melksham Oak

ATOM Trust: 1st Aug 18
Bowehill
Seend C of E
Forest & Sandridge C of E
Shaw C of E
St George's C of E
St Mary's Broughton Gifford C of E
The Manor C of E

Gaglebrook 1st Sep 18
St Mary & All Saints C of E 1st Nov 18
Grange Infants 1st Mar 19
Grange Junior 1st Mar 19

2018 / 19

St Lukes Academy 1st Sept 18

2020 / 21

Whitelands Academy 1st Sep 20

Senior Directors for the key areas of Primary, Secondary provide the necessary oversight and direction to the sectors. A matrix management structure exists allowing functional direction in key areas of Central Services, ie Estates, IT Finance, HR and Business services, and a key operational delivery to the schools as needed.

Trustees' Report

For the year ended 31 August 2021 (continued)

The CEO works with the Senior Leadership Team (SLT). The SLT has evolved through the year and as at year end consisted of the CEO, Sector Directors for Primary and Secondary, COO / CFO and Director for People.

The SLT manages TWHF at an operational level, implementing the policies laid down by the Trustees. A Scheme of Delegation has been agreed with the Trustees.

The CEO, COO / CFO and Chair of Finance Committee are responsible for the authorisation of spending within agreed budgets. Defined spending authorities are devolved to budget holders. The CEO and Sector Directors are responsible for the appointment of teaching and teaching support staff. The COO / CFO is responsible for appointing non-teaching support staff working closely with functional leads. Senior role appointments always include a Trustee on the interview panel.

The CEO, Dr Nicholas Capstick OBE is the Accounting Officer.

Arrangements for setting pay and remuneration of key management personnel

The Trustees consider the Board of Trustees and the senior leadership team comprise the key management personnel of TWHF in charge of directing and controlling, running and operating TWHF on a day to day basis. All Trustees give their time freely and no Trustee received remuneration in the year.

Details of Trustees' expenses and related party transactions are disclosed in the notes to the accounts. The pay of key management personnel is reviewed annually and normally increased in accordance with average earnings.

The Pay and Remuneration of the Executive management team and Directors is set by the Pay and Remuneration Committee under their Terms of Reference. School Principals and Teachers pay is set in accordance with teachers pay and conditions, and support staff by National Joint Council (NJC) and Hay scales as appropriate.

The Pay and Remuneration committee utilise external reports and benchmarking when setting pay awards. Setting of the CEO remuneration, and associated performance targets and review, is carried out by the Chair of Trust Board.

Trade Union facility time

Relevant Union officials

Number of employees who were relevant union officials during year	2
Full Time equivalent employee number	0.6

Percentage of time spent on facility time	Number of Employees
0	-
1-50%	2
51-99%	-
100%	-

The amount of facility time spent as a percentage of the total pay bill is immaterial.

Connected Organisations, including Related Party Relationships

There are no related parties which either control or significantly influence the decisions and operations of TWHF.

Trustees' Report

For the year ended 31 August 2021 (continued)

TWHF owns the share capital of The White Horse Educational Services Ltd and The White Horse Consultancy Ltd. These were dormant in the year.

There are no sponsors or formal Parent Teacher Associations (PTA) associated with TWHF although PTAs exist in some of the schools within TWHF.

Engagement with Employees & Employment of the disabled

TWHF ensure engagement with employees through the following:

- Positive engagement with Unions at local and national level
- Principal regular briefings from Trust and Sector leads
- Newsletters at school sites and media campaigns
- Crowdcasts on a variety of issues as needed, eg Covid updates
- Use of sector leads network
- Flexible working
- Well Being First Aiders and associated wellbeing training

TWHF is an Equal Opportunities Employer, and works in conjunction with the Equality Act 2010 and supports disabled people including those with long term health conditions, learning disabilities and so called "hidden" disabilities such as dyslexia. If an applicant confirms that they have a disability we can make reasonable adjustments to ensure that any selection processes including the interview are fair and equitable.

TWHF also supports disabled employees by following the Managing Employee Health, Wellbeing and Attendance Procedure in Schools/Academies. This policy ensures that TWHF works with Occupational Health in order to support all disabilities with internal training programmes and career development.

Engagement with suppliers, customers and others in a business relationship with TWHF

Delivering the TWHF strategy requires strong relationships with suppliers, customer, (pupils and parents / carers) as well as the wider community where the schools are located. In addition there is a need to ensure strong integration with the wider stakeholder groups of various regulatory organisations and Local Authorities.

The SLT are responsible for maintaining collaborative and transparent relationships with appropriate members of the DfE and ESFA. The year has seen positive reviews with ESFA as well as a SRMA visit. The CEO and Chair also have regular contact with the RSC as TWHF positions for future growth.

As TWHF maintain a functional matrix this allows Function Leads to manage ongoing relationships with key suppliers as appropriate depending on the nature of the service. The COO / CFO, along with the Strategic Procurement Manager, ensures contracts are selected through a fair process.

Principals are responsible for engaging with their pupil, parent and community populations and supported by Sector Directors where needed and appropriate.

Engagement across all the above areas is focused around ensuring the following communication outlets are utilised as part of TWHF communication strategy:

- Newsletters for school
- Crowdcasts for various stakeholders
- Academy websites as a communication tool
- VLE
- Staff surveys and actions
- Media campaigns and links to local press

Trustees' Report

For the year ended 31 August 2021 (continued)

FINANCIAL REVIEW

Going Concern

After making appropriate enquiries, the board of trustees has a reasonable expectation that TWHF has adequate resources to continue in operational existence for the foreseeable future. The results for 2020/21 resulted in a strong surplus being recorded and a number of positive steps were completed over the periods including various restructures. The long range forecast is positive and will increase the reserve position with clear actions plans built into 2021/22. For this reason it continues to adopt the going concern basis in preparing the financial statements

Operational Finance Review

Most of TWHF income is obtained from the DfE via the ESFA in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the DfE during the year ended 31 August 2021 and the associated expenditure are shown as Restricted Funds in the Statement of Financial Activities.

TWHF also receives grants for fixed assets from the DfE which are shown in the Statement of Financial Activities as restricted income in the Fixed Asset Fund. The Restricted Fixed Asset Fund balance is reduced by annual depreciation charges over the useful life of the assets concerned. During the year TWHF recorded a surplus of £0.6m as a result of improvement actions taken and a focus on cost and supply base. The ongoing pandemic and associated lockdowns experienced in the year had an overall neutral impact with lower income, eg. through lettings and after school provisions, being offset by lower cost in operations.

The table below identifies a summary of the underlying operational performance for TWHF ignoring the impact of pension adjustments and transfers in during the period.

Operational View

£'000s		2021	2020
Income in Period		71,550	71,598
Expenditure	Staff Costs	57,156	58,828
	Other	13,782	12,950
	Total	70,938	71,778
Operational management Profit / (loss) in period		612	(180)
Capital funds movement from current and prior year income streams		(127)	484
Total Surplus including capital movements		485	304

At 31 August 2021 the net book value of fixed assets was £121.9m and movements in tangible fixed assets are shown in note 17 to the financial statements. The assets were used exclusively for providing education and the associated support services to the pupils.

TWHF has taken on the deficit in the Local Government Pension Scheme in respect of its non-teaching staff transferred on conversion and adoption of such asset liability from other schools joining TWHF. The presence of a pension deficit does not constitute an immediate liability as TWHF is required to account for benefits and liabilities over many years into the future and is effectively underwritten by the government. The deficit is incorporated within the Statement of Financial Activities with details in Note 24 to the financial statements and the Board is confident that it can meet the required contributions from projected future operations.

Trustees' Report

For the year ended 31 August 2021 (continued)

Reserves Policy

The Trustees review the reserve levels of TWHF with a detailed review at the Finance Committee. This review encompasses the nature of income and expenditure streams by regional location, the need to match income with commitments and the nature of reserves. The Trustees take into consideration the future plans of TWHF, the uncertainty over future income streams and other key risks identified during the risk review.

As previously communicated the reserves at the end of 31 August 2020 was a concern and steps identified were implemented and TWHF have exited the year with a strong surplus of £612k or 0.8% of Income. The long range plan is for the reserves to return to a position of 2% of Income, over the coming three years, with clear action plans to deliver this. Cash balances remain strong. It must be reiterated that the lower reserves have been driven by the growth in number a number of schools joining TWHF in recent years with negative finance positions.

Investment Policy

During the coming year the Trustees will continue to review the investment of free reserves and cash flow on a month to month basis.

PRINCIPAL RISKS AND UNCERTAINTIES

The Members and Trustees have implemented a system to monitor risks that TWHF faces, especially in the operational areas and in relation to the control of finance. They have introduced systems, including operational procedures and internal financial controls, in order to minimise risk. Where significant financial risk still remains they have ensured they have adequate insurance cover.

The principal risks and uncertainties facing TWHF are as follows which are monitored regularly at Executive and Trustee level:

Educational - The risk centres on TWHF's ability to ensure that teaching and learning across all Key Stages and Early Years are in line with, or above, national standards. This has been a challenge in the second year of the pandemic but significant progress was seen in the implementation of virtual learning platforms. A detailed risk assessment is maintained for each school allowing for focused action and sharing of best practice. The Teaching and Learning committee reviews detailed progress and reports key risks to the Risk & Audit committee.

Financial - TWHF has considerable reliance on continued Government funding through the ESFA. In the last year over 95% of incoming resources were ultimately Government funded and whilst this level is expected to continue, there is no assurance that public funding will continue at the same levels or on the same terms. Significant pressure is also expected in the area of pension payments (contributions).

TWHF prepare detailed monthly financial presentations for review at by the Finance Committee and Chair and also engage positively with ESFA. TWHF Board monitor performance against budgets and overall expenditure by means of comparison of KPI's and ICFP benchmarks. The position for 20/21 is far stronger and will continue to build showing the impact of measures taken in these and other schools in terms of structures and school improvement.

Trustees' Report

For the year ended 31 August 2021 (continued)

Regulation and Legislation risk arises from failure to effectively manage TWHF's finances and internal controls in compliance with regulations and legislation. The Trustees continue to review and ensure that appropriate measures are in place to mitigate these risks including reliance on Internal Audit.

Operational Functions - Trustees monitor key risks in areas of Estates, IT and HR on a regular basis. Significant focus has been seen in the year, on developing IT controls with particular emphasis in the area of Cyber and infrastructure. While such risk will always exist, the aim is to mitigate and ensure compensating controls are in place wherever possible.

Strategy & Growth - the Trustees review TWHF's strategy on a regular basis and monitor its implementation. Due diligence assessment and on boarding implications of new schools are also regularly reviewed and assessed.

FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS

TWHF and its Trustees do not act as the Custodian Trustees of any other Charity.

STREAMLINED ENERGY AND CARBON REPORTING

Energy Background

A large multi-academy trust with 32 academy schools with buildings of varying ages and materials. Heating across TWHF sites is predominantly from mains gas but some sites use other fuels. TWHF owns minibus transportation and has several members of staff who claim business mileage. For both the minibus and business travel, TWHF has recorded the number of miles travelled during the year.

This methodology follows the GHG Reporting Protocol and uses the 2021 Government emission conversion factors for greenhouse gas company reporting.

Energy Source	Consumption	Scope	Emissions calculation
Gas - total kWh (kilowatt-hours) used for the year	9,114,069 kWh (gross CV (calorific value))	Scope 1	$9,114,069 \text{ kWh} \times 0.18316$ (2021 fuels, natural gas conversion factor gross CV to kg CO ₂ e) $= 1,669,333 \text{ kgCO}_2\text{e}$ = 1,669.3 tCO₂e
Electricity - total kWh used for the year	4,390,211 kWh	Scope 2	$4,390,211 \text{ kWh} \times 0.21233$ (2021 UK electricity conversion factor to kgCO ₂ e) $= 932,173 \text{ kgCO}_2\text{e}$ = 932.1 tCO₂e
Gas Oil - 6,231 litres used for the year	66,937 kwh	Scope 1	$6,231 \text{ litres} \times 2.75857$ (2021 Fuels - Gas Oil conversion to kgCO ₂ e) $= 17,189 \text{ kgCO}_2\text{e}$ = 17.1 tCO₂e
Owned Transport Mini bus - 70,018 miles in the year	$70,018 \text{ miles} \times 1.55$ (2021 SECR kWh pass & delivery vehs, vans average) $= 108,528 \text{ kWh}$	Scope 1	$70,018 \text{ miles} = 112,683 \text{ km}$ $112,683 \text{ km} \times 0.24116$ (2021 managed assets vehicles, vans average - used in lieu of passenger vehicles conversion) $= 27,175 \text{ kgCO}_2\text{e}$ = 27.1 tCO₂e

Trustees' Report

For the year ended 31 August 2021 (continued)

Energy Source	Consumption	Scope	Emissions calculation
Reimbursed Transport – total mileage reimbursed from staff claims = 103,539 miles	103,539 miles * 1.16071 (2021 SECR kWh pass & delivery vehs, average car conversion factor to kWh, petrol) = 120,179 kWh	Scope 3	103,539 miles * 0.28053 (2021 business travel and average car conversion factor to kgCO ₂ e, petrol) = 29,046 kgCO ₂ e = 29.0 tCO₂e
Total	13,799,923 kWh		2,674.9 tCO₂e
Intensity ratio	Emissions data (tCO ₂ e) compared with an appropriate business activity (pupil numbers as per Autumn census)		2,674.92 tCO ₂ e / 11,609 pupils = 0.23 tCO₂e per pupil

DISCLOSURE OF INFORMATION

UK Greenhouse gas emissions and energy use data for the period 1 September 2020 to 31 August 2021	Current reporting year 2020/21	Comparison reporting year 2019/20 (figures are for illustrative purposes)
Energy consumption used to calculate emissions (kWh)	13,799,923	12,427,901
Scope 1 emissions in metric tonnes CO ₂ e		
Gas consumption	1,669,333	1,472,713
Gas Oil consumption	17,189	0.000
Owned transport	27.17	40.45
Total Scope 1	1,713.70	1,513.16
Scope 2 emissions in metric tonnes CO ₂ e		
Purchased electricity	932.173	926.851
Scope 3 emissions in metric tonnes CO ₂ e		
Business travel in employee-owned vehicles	29.05	67.99
Total gross emissions in metric tonnes CO ₂ e	2,674.92	2,508.00
Intensity ratio Tonnes CO ₂ e per pupil	0.230	0.218

Quantification and reporting methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2021 UK Government's Conversion Factors for Company Reporting.

Intensity measurement

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

Trustees' Report

For the year ended 31 August 2021 (continued)

Measures taken to improve energy efficiency

- Boiler, water heater, fan heaters & BMS replacement at Devizes School
- New insulated pipework at Devizes School
- Partial roof replacement including additional insulation at St Luke's Secondary School
- Small gas boiler removed and replaced with electric heaters at The Peak Academy
- Partial DG window replacement at The Peak Academy
- Boiler, water heater, fan heaters & BMS replacement at Tregoze Primary School
- Partial LED light replacement at:
 - Devizes School
 - Gorse Hill School
 - Haydon Wick Primary School
 - Larkhill Primary School
 - Melksham Oak Secondary School
 - The Peak Academy
 - The Ridgeway Secondary School
 - Tregoze Primary School

Disclosure information to the Auditors

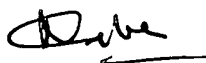
In so far as the Trustees are aware:

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

The auditors, Bishop Fleming Bath Limited, are willing to continue in office and a resolution to appoint them will be proposed at the annual general meeting.

Trustees' report, incorporating a strategic report, approved by order of the board of trustees, as company directors, on ~~1 December 2021~~ and signed on the board's behalf by:

L Gibson
Chair of Trustees



Trustees' Report

For the year ended 31 August 2021 (continued)

GOVERNANCE STATEMENT

SCOPE OF RESPONSIBILITY

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

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

GOVERNANCE

The information on governance included here supplements that described in the Trustees' report and in the Trustees' responsibilities statement. The Board of Trustees has formally met five times during the year. Attendance during the year at meetings of the board of trustees was as follows:

Trustee	Meetings attended	Out of a possible
Dr N Capstick	5	5
N Gibson	5	5
M Laffey	5	5
C Hopton	5	5
C Macleod	5	5
J Norton	5	5
E Spurrier	5	5
S Haynes	2	5
R Lewis	5	5
L Nel	4	5
K Poulton	4	5
N Beckett	4	4

In addition to the main scheduled Board and Committee meetings the Trustees support the senior leadership as needed and during the year this was evident in support across a number of key areas including strategic financial planning, restructures, succession planning and adhoc meetings.

The Finance Committee is a sub-committee of the Board. The purpose of the Finance Committee is to ensure that the standards of financial control and administration are adhered to, make financial plans including agreeing the draft budget and longer range planning, and monitor the progress of income and expenditure. The Finance Committee has formally met 5 times during the year. Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
Edward Spurrier – chair of committee	5	5
Ninna Gibson	5	5
Kingsley Poulton	5	5
Simon Haynes	1	1
Nick Beckett	1	1

The purpose of the Risk & Audit Committee is to oversee the financial reporting process, including audit, through the year and at year end. In addition the Committee oversees the internal control and risk management framework for TWHF. The Risk & Audit Committee have formally met 4 times during the year.

Trustees' Report

For the year ended 31 August 2021 (continued)

Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
Christopher Hopton – chair of committee	4	4
Nick Beckett	1	2
Charlotte Macleod	3	3
Richard Lewis	4	4

The purpose of the Teaching, Learning and Standards Committee is to oversee and challenge the schools with assessments and attainment at each school and consider key risks and mitigation actions across the educational framework of the schools in TWHF. The Teaching, Learning and Standards committee have formally met 4 times during the year.

Attendance at meetings in the year was a follows:

Trustee	Meetings attended	Out of a possible
Jilly Norton – chair of committee	3	4
Ninna Gibson	4	4
Lisa Nel	4	4
Nicholas Capstick - CEO	4	4

The Pay and Remuneration committee oversees all aspects of remuneration including Teacher and Support pay awards and evaluations and works closely with HR Director. In addition, it also oversees all senior pay awards and performance evaluations. The committee has meet formally through the period and is chaired by Charlotte Macleod

Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
Charlotte Macleod – chair of committee	4	4
Jilly Norton	4	4
Nick Beckett	4	4
Kingsley Poulton	4	4

The purpose of the Peoples Committee is to focus on employee engagement, performance evaluations, benefits and well-being of staff. The Peoples committee have formally met 4 times during the year.

Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
Charlotte Macleod – chair of committee	3	4
Jilly Norton	4	4
Nick Beckett	3	3
Richard Lewis	2	2
Lisa Nel	4	4
Kingsley Poulton	2	2

THE PURPOSE OF THE SYSTEM OF INTERNAL CONTROL

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of TWHF policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in TWHF throughout the period of the signing of these accounts and during lockdown a number of activities were conducted virtually.

Trustees' Report

For the year ended 31 August 2021 (continued)

CAPACITY TO HANDLE RISK

The Board of Trustees has reviewed the key risks to which TWHF is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. It is of the view that there is a formal ongoing process for identifying, evaluating and managing TWHF's significant risks that has been in place for the year to 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 RISK AND CONTROL FRAMEWORK

TWHF'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 Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- Regular and comprehensive committee meetings with clear focus on Risk Management
- Setting targets to measure financial and other performance;
- Clearly defined purchasing (asset purchase or capital investment) guidelines;
- Delegation of authority and segregation of duties;
- Identification and management of risks.

RSM act as Internal Auditors for TWHF and report regularly to the Risk & Audit Committee. Their role includes carrying out audits on selected TWHF risk management policies and processes. On an annual basis, the internal auditor reports to the Board of Trustees on the operation of the systems of control and on the discharge of the Trustees' financial responsibilities. During the year the following internal Audits were conducted:

- Special Educational Needs and Disability (SEN) Arrangements
- Secure remote Working Arrangements
- Furlough processes and arrangements
- Financial Controls with focus on Asset management
- Follow up review

REVIEW OF EFFECTIVENESS

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

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

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

Approved by order of the members of the Board of Trustees on 1 December 2021 and signed on its behalf, by:

N Capstick
Accounting Officer

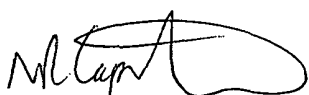


Statement on Regularity, Propriety and Compliance

As accounting officer of The White Horse Federation I have considered my responsibility to notify TWHF board of Trustees and the Education & Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by TWHF, under the funding agreement in place between TWHF 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 TWHF board of Trustees are able to identify any material irregular or improper use of all funds by TWHF, or material non-compliance with the terms and conditions of funding under TWHF'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.



N Capstick
Accounting Officer

Date: 1 December 2021



Statement of Trustees' Responsibilities

For the year ended 31 August 2021

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

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

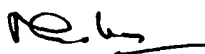
- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles of the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021;
- Make judgments and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

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

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



L Gibson

Chair of Trustees

Date: 1 December 2021

Independent Auditors' Report on the Financial Statements to the Members of The White Horse Federation

OPINION

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

In our opinion the financial statements:

- Give a true and fair view of the state of TWHF'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; and
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021 issued by the Education and Skills Funding Agency.

BASIS FOR OPINION

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

CONCLUSIONS RELATING TO GOING CONCERN

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 TWHF'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 other information comprises the information included in the annual report other than the financial statements and our auditors' report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Independent Auditors' Report on the Financial Statements to the Members of The White Horse Federation (continued)

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

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

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

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

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

RESPONSIBILITIES OF TRUSTEES'

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

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

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

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.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- The nature of TWHF sector, control environment and TWHF's performance;
- Results of our enquiries of management and the Trustee board, including the committees charged with governance over TWHF's finance and control, about their own identification and assessment of the risks of irregularities;

Independent Auditors' Report on the Financial Statements to the Members of The White Horse Federation (continued)

- Any matters we identified having obtained and reviewed TWHF's documentation of their policies and procedures relating to: identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance; detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; the internal controls established to mitigate risks of fraud or noncompliance with laws and regulations;
- How TWHF ensured it met its obligations arising from it being financed by the ESFA and other funders, and as such material compliance with these obligations is required to ensure TWHF will continue to receive its public funding and be authorised to operate, including around ensuring there is no material unauthorised use of funds and expenditure;
- How TWHF ensured it met its obligations to its principal regulator, the Secretary of State for Education; and
- The matters discussed among the audit engagement team and involving relevant internal Academy specialists regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud, which included incorrect recognition of revenue, management override of controls using manual journal entries, procurement and payroll. We identified the greatest potential for fraud as incorrect recognition of revenue and management override using manual journal entries.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. We also obtained an understanding of the legal and regulatory frameworks that TWHF operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the Academies Accounts Direction, Academies Financial Handbook, UK Companies Act and tax legislation.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to TWHF's ability to operate or to avoid a material penalty. These included safeguarding regulations, data protection regulations, occupational health and safety regulations, education and inspections legislation, building legislation and employment legislation.

Our procedures to respond to risks identified included the following:

- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Reviewing the financial statement disclosures and testing to supporting documentation to assess the recognition of revenue;
- Enquiring of Trustees and management and those charged with governance concerning actual and potential litigation and claims;
- Performing procedures to confirm material compliance with the requirements of its regulators;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- Reading minutes of meetings of those charged with governance and reviewing internal control reports; and
- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; and assessing whether the judgements made in making accounting estimates are indicative of a potential bias.

Independent Auditors' Report on the Financial Statements to the Members of The White Horse Federation (continued)

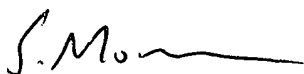
We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from an error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

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

USE OF OUR REPORT

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



Simon Morrison FCA (senior statutory auditor)
for and on behalf of

Bishop Fleming Bath Limited

Chartered Accountants
Statutory Auditors
Minerva House
Lower Bristol Road
Bath
BA2 9ER

Date: 1 December 2021

Independent Reporting Accountant's Assurance Report on Regularity to The White Horse Federation and The Education & Skills Funding Agency

In accordance with the terms of our engagement letter dated 4 October 2017 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 The White Horse Federation during the year 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 The White Horse Federation and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to The White Horse Federation and ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than The White Horse Federation and ESFA, for our work, for this report, or for the conclusion we have formed.

RESPECTIVE RESPONSIBILITIES OF THE WHITE HORSE FEDERATION'S ACCOUNTING OFFICER AND THE REPORTING ACCOUNTANT

The accounting officer is responsible, under the requirements of The White Horse Federation's funding agreement with the Secretary of State for Education dated 1 July 2012 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 year 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 TWHF's income and expenditure.

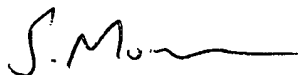
Our work on regularity included a review of the internal controls policies and procedures that have been implemented and an assessment of their design and effectiveness to understand how TWHF complied with the framework of authorities. We also reviewed the reports commissioned by the trustees to assess the internal controls throughout the year.

We performed detailed testing based on our assessment of the risk of material irregularity, impropriety and non-compliance. This work was integrated with our audit on the financial statements where appropriate and included analytical review and detailed substantive testing of transactions.

Independent Reporting Accountant's Assurance Report on Regularity to The White Horse Federation and The Education & Skills Funding Agency (continued)

CONCLUSION

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 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.



Simon Morrison FCA (Reporting Accountant)

Bishop Fleming Bath Limited

Chartered Accountants

Statutory Auditors

Minerva House

Lower Bristol Road

Bath

BA2 9ER

Date: 1 December 2021



Statement Of Financial Activities
(Incorporating Income and Expenditure Account)
For the year ended 31 August 2021

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Restricted fixed asset funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:						
Donations and capital grants:	3					
Other donations and capital grants		131,680	300,632	1,812,889	2,245,201	4,746,390
Other trading activities		142,003	-	-	142,003	239,957
Investments	7	593	-	-	593	36,662
Charitable activities	4	2,513,504	69,277,200	-	71,790,704	70,295,217
Teaching schools		(1,678)	10,834	-	8,956	240,722
Total income		2,786,102	69,588,466	1,812,889	74,187,457	75,558,948
Expenditure on:						
Charitable activities		2,784,330	72,656,661	3,544,843	78,985,834	86,981,542
Teaching schools		-	72,312	8,942	81,254	209,061
Total expenditure		2,784,330	72,728,973	3,553,785	79,067,088	87,184,603
NET INCOME / (EXPENDITURE)		1,772	(3,140,507)	(1,740,896)	(4,879,631)	(11,625,655)
Transfers between funds	19	-	(528,091)	528,091	-	-
NET MOVEMENT BEFORE OTHER GAINS / (LOSSES)		1,772	(3,668,598)	(1,212,805)	(4,879,631)	(11,625,655)
Actuarial losses on defined benefit pension schemes	27	-	(11,133,000)	-	(11,133,000)	(2,684,000)
Net movement in funds		1,772	(14,801,598)	(1,212,805)	(16,012,631)	(14,289,655)
Total funds brought forward		586,153	(27,418,995)	124,288,500	97,435,658	111,725,313
Net movement in funds		1,772	(14,801,598)	(1,212,805)	(16,012,631)	(14,289,655)
Total funds carried forward		587,925	(42,220,593)	123,075,695	81,423,027	97,435,658

The notes on pages 30 to 66 form part of these financial statements.

Balance Sheet

As at 31 August 2021

	Note	2021 £	2020 £	2020 £
Fixed assets				
Tangible assets	15	121,907,108		122,993,086
Current assets				
Debtors	16	2,847,671	2,551,122	
Cash at bank and in hand		4,938,456	3,422,144	
		7,786,127	5,973,266	
Creditors: amounts falling due within one year	17	(5,488,605)	(3,933,816)	
Net current assets		2,297,522		2,039,450
Total assets less current liabilities		124,204,630		125,032,536
Creditors: amounts falling due after more than one year	18	(271,603)		(741,878)
Net assets excluding pension liability		123,933,027		124,290,658
Defined benefit pension scheme liability	27	(42,510,000)		(26,855,000)
Total net assets		81,423,027		97,435,658
Funds of the Academy				
Restricted funds:				
Fixed asset funds	19	123,075,695	124,288,500	
Restricted income funds	19	289,407	(563,995)	
Restricted funds excluding pension asset	19	123,365,102	123,724,505	
Pension reserve	19	(42,510,000)	(26,855,000)	
Total restricted funds	19	80,855,102		96,869,505
Unrestricted income funds	19	567,925		566,153
Total funds	19	81,423,027		97,435,658

The financial statements on pages 27 to 66 were approved and authorised for issue by the Trustees and are signed on their behalf, by:

L Gibson

Chair of Trustees

Date: 1 December 2021

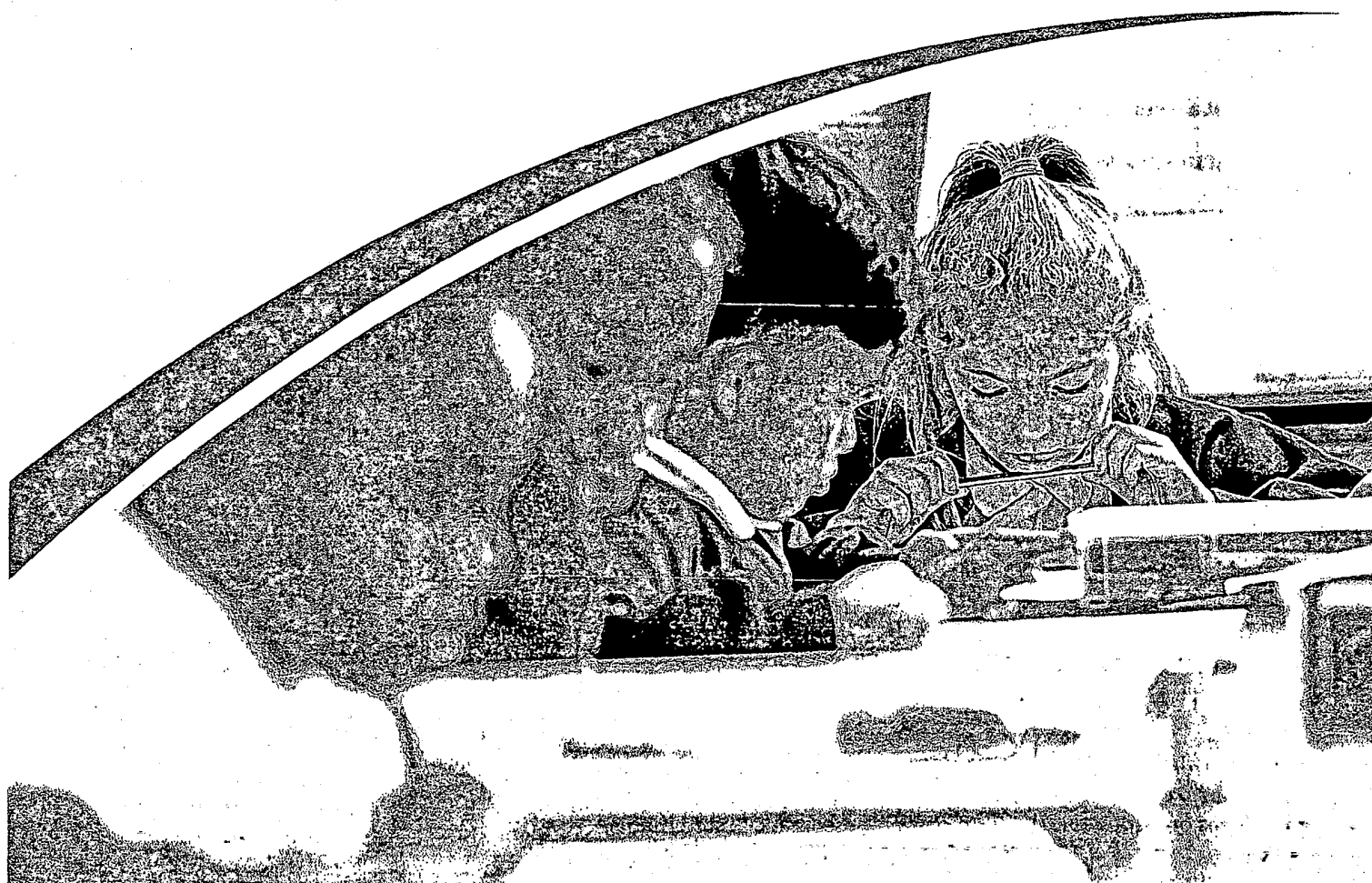
The notes on pages 30 to 66 form part of these financial statements.

Statement of Cash Flows

For the year ended 31 August 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	21	1,941,854	(392,962)
Cash flows from investing activities	23	(107,093)	453,310
Cash flows from financing activities	22	(318,449)	(476,768)
Change in cash and cash equivalents in the year		1,516,312	(416,420)
Cash and cash equivalents at the beginning of the year		3,422,144	3,838,564
Cash and cash equivalents at the end of the year	24, 25	4,938,456	3,422,144

The notes on pages 31 to 65 form part of these financial statements.



Notes to the Financial Statements

For the year ended 31 August 2021

1. ACCOUNTING POLICIES

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

1.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

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

The White Horse Federation meets the definition of a public benefit entity under FRS102.

1.2 GOING CONCERN

The Trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of TWHF 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 TWHF has adequate resources and cash to continue in operational existence for the foreseeable future and there are no material uncertainties about TWHF's ability to continue as a going concern.

The on boarding of schools with significant financial issues and deficits, allied with general growth on of TWHF and national funding constraints, has placed a substantial strain on level of free reserves, and this remains a key focus for Trustees in the coming year. Turnaround of these schools will take time (typically three plus years) but a number of initiatives are underway to drive increased reserve levels and these are at the forefront of SLT and committee meetings. The impact of Gloucester Academy leaving TWHF has meant that TWHF has had to absorb the historic deficit belonging to that Academy, placing further strain on reserves, albeit this relieves ongoing budgetary pressure going forward.

At 31 August 2021 the level of free reserves (being unrestricted funds and General Annual Grant, see Note 19 Statement of Funds) was £612,332 and the Trustees consider this is a moderate, albeit positive, level. Under the requirements of TWHF Financial Handbook, TWHF is required to maintain positive free reserves at all times and this is a key balance that is closely monitored. In undertaking their assessment of free reserves the following have been considered:

- Cost cutting and budget improvement measures to improve the financial position
- Budget forecasts and cashflows which project TWHF continuing to operate without any further reduction in free reserves
- Review of post year end management accounts which show improvement in the reserves position
- Close and regular scrutiny of the budgetary position by management and Trustees, including the impact of the ongoing Covid 19 pandemic
- Monthly and continuous dialogue with the regulator, the ESFA, around the current financial position and outlook, maintaining full transparency
- It is also noted that whilst free reserves are under strain, cash flow remains strong due to the working capital cycle and capital funding streams.

Based on the above assessment the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

1. ACCOUNTING POLICIES (continued)

1.3 INCOME

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

- **Grants**

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

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

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

- **Donations**

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

- **Other income**

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

1.4 EXPENDITURE

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

- **Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.

1.5 INTEREST RECEIVABLE

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

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

1. ACCOUNTING POLICIES (continued)

1.6 TAXATION

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

1.7 TANGIBLE FIXED ASSETS

Assets costing £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.

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

Depreciation is provided on the following bases:

Freehold property	straight line over 50 years
Long term leasehold land	straight line over 125 years
Long term leasehold property	straight line over 50 years
Furniture and equipment	straight line over 5 years
Computer equipment	straight line over 3 years
Motor vehicles	straight line over 5 years

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

Land and buildings occupied under a Church Supplemental Agreement are not recognised as assets in the balance sheet. These land and buildings are occupied free of charge under a rolling two year licence from the landowner. Due to the specialised nature of these land and buildings it is not considered practical to place a value of the notional rent donated by the landowner.

1.8 DEBTORS

Trade and other debtors with no stated interest rate and due within one year are recorded at the amount of the cash or other consideration expected to be received. Prepayments are valued at the amount paid.

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

1. ACCOUNTING POLICIES (continued)

1.9 CASH AT BANK AND IN HAND

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

1.10 LIABILITIES

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

1.11 FINANCIAL INSTRUMENTS

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

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 16. Prepayments are not financial instruments. Amounts due to TWHF's wholly owned subsidiary are held at face value less any impairment. Cash at bank is classified as a basic financial instrument and is measured at face value.

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

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in notes 17 and 18. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument. Amounts due to TWHF's wholly owned subsidiary are held at face value less any impairment.

1.12 OPERATING LEASES

Rentals paid under operating leases are charged to the statement of financial activities on a straight line basis over the lease term.

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

1. ACCOUNTING POLICIES (continued)

1.13 PENSIONS

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

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

The LGPS is a funded multi-employer scheme and the assets are held separately from those of TWHF 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.

1.14 AGENCY ARRANGEMENTS

TWHF acts as an agent in distributing 16 - 19 bursary funds from ESFA. Payments received from EFA and subsequent disbursements to students are excluded from the Statement of Financial Activities as TWHF does not have control over the charitable application of the Funds. TWHF can use up to 5% of the allocation towards its own administration costs and this is recognised in the Statement of Financial Activities. The funds received, paid and any balances held at year end are disclosed in note 32.

1.15 FUND ACCOUNTING

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

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

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

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

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

1. ACCOUNTING POLICIES (continued)

1.16 PFI AGREEMENT

The Moredon Primary School occupies buildings which are subject to a PFI agreement. TWHF pays revenue contributions in respect of facilities management. The contract will expire in 2030. TWHF does not have any rights or obligations of ownership in respect of these assets, and therefore they are not included on TWHF's Balance sheet. The revenue payment for service is included in the Statement of Financial Activities.

2. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGMENT

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

Critical accounting estimates and assumptions:

TWHF 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 27, 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.

Critical areas of judgment:

TWHF obtains use of fixed assets as a lessee. The classification of such leases as operating or finance lease requires TWHF to determine, based on an evaluation of the terms and conditions of the arrangements, whether it retains or acquires the significant risks and rewards of ownership of these assets and accordingly whether the lease requires an asset and liability to be recognised in the Balance Sheet.

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

3. INCOME FROM DONATIONS AND CAPITAL GRANTS

	Unrestricted funds 2021 £	Restricted funds 2021 £	Restricted fixed asset funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	131,680	(3,859)	-	127,821	918,236
Capital Grants	-	304,491	1,812,889	2,117,380	3,828,154
TOTAL 2021	131,680	300,632	1,812,889	2,245,201	4,746,390
TOTAL 2020	523,296	656,924	3,566,170	4,746,390	

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Education	777,716	69,218,249	69,995,965	68,501,762
Nursery	1,558,006	-	1,558,006	1,522,713
Support to other schools	109,609	58,951	168,560	111,852
Leisure facilities	68,173	-	68,173	158,890
TOTAL 2021	2,513,504	69,277,200	71,790,704	70,295,217
TOTAL 2020	2,718,678	67,576,539	70,295,217	

TWHF has included restricted COVID 19 Job retention scheme grants claims of £144,721 (2020: £19,321) and £Nil (2020: £40,240) in relation to the Nursery and Leisure activities above.

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

5. FUNDING FOR TWHF'S EDUCATIONAL OPERATIONS

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
DFE/ESFA AND OTHER GRANTS				
General Annual Grant	-	53,652,048	53,652,048	53,123,441
Other DfE/ESFA grants	-	900,609	900,609	1,111,417
Free School Meals	-	1,279,135	1,279,135	904,677
Pupil Premium	-	2,890,371	2,890,371	2,805,657
Teacher Threshold	-	2,678,351	2,678,351	2,783,559
High Needs	-	5,800,984	5,800,984	4,964,528
Other government revenue grants	-	980,150	980,150	1,525,426
Internal catering income	516,092	-	516,092	659,619
Sales to students	41,185	-	41,185	27,828
Other	220,439	-	220,439	328,923
COVID 19 Exceptional support	-	-	-	191,367
COVID 19 Job retention scheme	-	144,721	144,721	75,320
COVID 19 Catch up premium	-	891,880	891,880	-
	<u>777,716</u>	<u>69,218,249</u>	<u>69,995,965</u>	<u>68,501,762</u>
TOTAL 2020	<u>1,004,647</u>	<u>67,497,115</u>	<u>68,501,762</u>	

Following the reclassification in TWHF Accounts Direction 2020/21 of some grants received from the Department of Education and ESFA, TWHF'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.

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

6. INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Lettings	142,003	142,003	239,957
TOTAL 2020	<u>239,957</u>	<u>239,957</u>	

7. INVESTMENT INCOME

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Bank interest	593	593	36,662
TOTAL 2020	<u>36,662</u>	<u>36,662</u>	

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

8. EXPENDITURE

	Staff Costs 2021 £	Premises 2021 £	Other 2021 £	Total 2021 £	Total 2020 £
EDUCATION:					
Direct costs	49,426,202	2,366,739	4,095,316	55,888,257	56,615,048
Support costs	10,091,565	4,839,781	6,614,067	21,545,413	28,483,306
NURSERY:					
Direct costs	1,250,682	69,762	14,097	1,334,541	1,575,605
Support costs	-	215	3,444	3,659	4,873
SUPPORT TO OTHER SCHOOLS:					
Direct costs	44,603	3,432	-	48,035	86,129
Support costs	-	69	-	69	1,559
LEISURE FACILITIES:					
Direct costs	139,059	7,476	589	147,124	169,760
Support costs	-	12,269	6,467	18,736	39,262
TEACHING SCHOOL	44,951	36,303	-	81,254	203,061
TOTAL 2021	60,997,062	7,336,046	10,733,980	79,067,088	87,178,603
TOTAL 2020	62,684,587	6,125,176	18,368,840	87,184,603	

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

9. ANALYSIS OF EXPENDITURE BY ACTIVITIES

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £	Total funds 2020 £
Education	55,888,257	21,545,413	77,433,670	85,104,354
Nursery	1,334,541	3,659	1,338,200	1,580,478
Support for other schools	48,035	69	48,104	87,688
Leisure facilities	147,124	18,736	165,860	209,022
TOTAL 2021	57,417,957	21,567,877	78,985,834	86,981,542
TOTAL 2020	58,452,542	28,529,000	86,981,542	

ANALYSIS OF DIRECT COSTS

	Education 2021 £	Nursery 2021 £	Support to other schools 2021 £	Leisure facilities 2021 £	Total funds 2021 £	Total funds 2020 £
Pension finance costs	489,000	-	-	-	489,000	405,000
Staff costs	49,224,681	1,250,682	44,603	139,059	50,659,025	51,680,698
Depreciation	2,366,739	69,762	3,432	7,476	2,447,409	2,097,383
Educational supplies	2,357,191	10,535	-	69	2,367,795	2,040,748
Examination fees	409,824	-	-	-	409,824	437,521
Staff development	134,920	195	-	-	135,115	168,326
Other costs	353,674	3,367	-	520	357,561	731,598
Supply teachers	201,521	-	-	-	201,521	615,664
Technology costs	128,817	-	-	-	128,817	83,088
PFI charges	221,890	-	-	-	221,890	192,516
TOTAL 2021	55,888,257	1,334,541	48,035	147,124	57,417,957	58,452,542
TOTAL 2020	56,621,048	1,575,605	86,129	169,760	58,452,542	

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

9. ANALYSIS OF EXPENDITURE BY ACTIVITIES (continued)

ANALYSIS OF SUPPORT COSTS

	Education 2021 £	Nursery 2021 £	Support to other schools 2021 £	Leisure facilities 2021 £	Total funds 2021 £	Total funds 2020 £
Staff costs	10,091,565	-	-	-	10,091,565	10,305,719
Depreciation	852,670	215	69	1,739	854,693	736,822
Other costs	46,279	-	-	(11)	46,268	26,847
Recruitment and support	414,668	958	-	(15)	415,611	654,858
Maintenance of premises and equipment	1,446,708	-	-	5,263	1,451,971	1,149,670
Cleaning	765,616	-	-	5,267	770,883	697,381
Rent and rates	744,579	-	-	-	744,579	660,910
Energy costs	1,029,558	-	-	-	1,029,558	950,423
Insurance	340,947	-	-	-	340,947	316,325
Security and transport	172,119	-	-	-	172,119	165,489
Catering	2,169,425	2,388	-	-	2,171,813	1,960,829
Technology costs	616,049	16	-	2,964	619,029	756,578
Office overheads	640,397	82	-	537	641,016	557,110
Legal and professional	2,070,503	-	-	1,508	2,072,011	2,056,089
Bank interest and charges	2,290	-	-	1,484	3,774	5,732
(Profit) / Loss on disposal of fixed assets	-	-	-	-	-	3,019
Governance costs	142,040	-	-	-	142,040	93,033
Donation out on an academy leaving TWHF	-	-	-	-	-	7,432,166
TOTAL 2021	21,545,413	3,659	69	18,736	21,567,877	28,529,000
TOTAL 2020	28,483,306	4,873	1,559	39,262	28,529,000	

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

10. NET (EXPENDITURE)/INCOME

Net (expenditure)/income for the year includes:

	2021 £	2020 £
Operating lease rentals	204,347	230,889
Depreciation of tangible fixed assets	3,311,044	2,841,873
PFI Charges	239,318	239,318
Fees paid to auditors for:		
- audit	37,000	36,000
- other services	6,450	6,275

11. STAFF

a. STAFF COSTS

Staff costs during the year were as follows:

	2021 £	2020 £
Wages and salaries	43,241,494	44,253,011
Social security costs	3,880,614	3,925,159
Pension costs	13,525,504	13,778,854
	<u>60,647,612</u>	<u>61,957,024</u>
Staff restructuring costs	147,929	111,899
Supply teacher costs	201,521	615,664
	<u>60,997,062</u>	<u>62,684,587</u>

b. NON-STATUTORY / NON-CONTRACTUAL STAFF SEVERANCE PAYMENTS

Included in staff restructuring costs are non-statutory / non-contractual severance payments totalling £147,929 (2020: £111,899). The statutory redundancy payments individually during the year were: £13,000, £28,413, £43,643, £5,656, £7,531, £30,000, £15,664 and £4,022.

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

11. STAFF (continued)

c. STAFF NUMBERS

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

	2021 No.	2020 No.
Teachers	612	672
Educational support	851	1,159
Administration and other support	344	193
Management	107	98
	1,914	2,122

The average headcount expressed as full time equivalents was:

	2021 No.	2020 No.
Teachers	548	588
Educational support	431	503
Administration and other support	225	225
Management	103	97
	1,307	1,413

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

11. STAFF (continued)

d. HIGHER PAID STAFF

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

	2021 No.	2020 No.
In the band £60,001 - £70,000	23	29
In the band £70,001 - £80,000	15	10
In the band £80,001 - £90,000	1	2
In the band £90,001 - £100,000	4	6
In the band £100,001 - £110,000	2	2
In the band £110,001 - £120,000	2	1
In the band £120,001 - £130,000	1	-
In the band £130,001 - £140,000	1	-
In the band £150,001 - £160,000	1	-
In the band £160,001 - £170,000	-	1
In the band £180,001 - £190,000	-	1
In the band £190,001 - £200,000	1	-
In the band £220,001 - £230,000	-	1
In the band £280,001 - £290,000	1	-

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

e. KEY MANAGEMENT PERSONNEL

The key management personnel of TWHF comprise the Trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national Insurance contributions) received by key management personnel for their services to TWHF was £1,200,337 (2020 - £1,137,037).

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)



12. CENTRAL SERVICES

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

- School improvement
- Education support services
- Human resources
- Financial services and compliance form a central structure
- Long range financial planning and analysis
- Estates management
- Other services as arising, including new school integration and strategic growth

TWHF charges for these services on the following basis:

The aim through the matrix structure is to ensure the Principals focus on teaching and learning while services are commissioned from the functional teams. To this end the budget process is key on developing clear cost centre structures at each school which are then monitored monthly including pupil premium activities. TWHF operates a single funding agreement and as such income is controlled at MAT level and allocated to schools to address approved cost and resource structures as well as support Federation wide School Improvement initiatives.

The actual amounts charged during the year were as follows:

13. TRUSTEES' REMUNERATION AND EXPENSES

Staff Trustees only receive remuneration in respect of services they provide undertaking the roles of staff and did not receive any payments in respect of their role as Trustees. Other Trustees did not receive any payments from TWHF in respect of their role as Trustees.

The value of staff Trustees remuneration and pension contributions in the year fell into £5,000 banding's as follows: N Capstick: Remuneration £280,000 - £285,000 (2020: £222,000 - £225,000). Employer's pension contributions £Nil (2020: £40,000 - £45,000).

During the year ended 31 August 2021, expenses totalling £1,218 were reimbursed or paid directly to 3 Trustees (2020 - £NIL to Trustee).

14. TRUSTEES' AND OFFICERS' INSURANCE

In accordance with normal commercial practice, TWHF has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on TWHF business. The insurance provides cover up to £5,000,000 on any one claim and the cost for the year ended 31 August 2021 was £2,649 (2020 - £2,649). The cost of this insurance is included in the total insurance cost.

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

15. TANGIBLE FIXED ASSETS

	Freehold property £	Long term leasehold property £	Furniture and equipment £	Computer equipment £	Motor vehicles £	Total £
COST OR VALUATION						
At 1 September 2020	38,092,167	92,727,927	4,106,956	1,749,598	192,440	136,869,088
Additions	301,294	11,550	984,630	881,627	45,965	2,225,066
At 31 August 2021	38,393,461	92,739,477	5,091,586	2,631,225	238,405	139,094,154
DEPRECIATION						
At 1 September 2020	3,177,614	6,096,614	2,787,074	1,651,894	162,806	13,876,002
Charge for the year	592,724	1,858,385	528,056	302,446	29,433	3,311,044
At 31 August 2021	3,770,338	7,954,999	3,315,130	1,954,340	192,239	17,187,046
NET BOOK VALUE						
At 31 August 2021	34,623,123	84,784,478	1,776,456	676,885	46,166	121,907,108
At 31 August 2020	34,914,553	86,631,313	1,319,882	97,704	29,634	122,993,086

Land and buildings on conversion and acquisition of new Academies to TWHF have been included in the accounts at an estimation of their value at the date of conversion. In determining these values the Trustees have referred to the valuations of land and buildings provided by the ESFA for other local schools which were performed using the Depreciated Replacement Cost method.

TWHF has been granted use of certain school buildings under Supplemental Agreements with various Diocese. The Trustees consider that under this agreement the risks and rewards of ownership remain with the Diocese. Therefore the relevant land and buildings have not been included within the long term leasehold property of TWHF.

Included in freehold land and buildings is £6,789,180 (2020: £6,789,180) of land, which is not depreciated.

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

16. DEBTORS

	2021 £	2020 £
DUE WITHIN ONE YEAR	36,809	146,996
Trade debtors	30,941	59,201
Other debtors	2,131,703	2,256,219
Prepayments and accrued income	648,218	88,706
VAT repayable	2,847,671	2,551,122

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
ESFA loans	264,298	112,472
Trade creditors	702,226	668,046
Other taxation and social security	997,955	900,528
Other creditors	1,115,816	1,055,551
Accruals and deferred income	2,408,310	1,197,219
	5,488,605	3,933,816
	2021 £	2020 £
Deferred income at 1 September 2020	933,902	1,425,206
Resources deferred during the year	1,247,417	933,902
Amounts released from previous periods	(933,902)	(1,425,206)
	1,247,417	933,902

At the balance sheet date TWHF was holding ESFA, Local Authority grants and trip income received in advance for the 2020/21 academic year.

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2021 £	2020 £
ESFA loans	271,603	741,878

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	2021 £	2020 £
Payable or repayable by instalments	47,213	56,342

The loans included above are due to the ESFA. £Nil (2020: £437,647) relates to funding provided for pupil number adjustments repayable and £271,603 (2020: £304,231) was received for Condition Improvement Fund projects. A repayment schedule for these loans has been agreed with the Department for Education and the loans are interest free.



Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

19. STATEMENT OF FUNDS

	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2021 £
UNRESTRICTED FUNDS						
General funds	566,153	2,786,102	(2,784,330)	-	-	567,925
RESTRICTED GENERAL FUNDS						
General Annual Grant	(551,465)	53,652,048	(53,050,421)	(5,755)	-	44,407
High Needs	-	5,800,984	(5,800,984)	-	-	-
Pupil premium	-	2,890,371	(2,890,371)	-	-	-
16 19 Allocation	-	48,288	(48,288)	-	-	-
UIFSM	-	1,279,135	(1,279,135)	-	-	-
PE sports grant	-	459,020	(344,020)	-	-	115,000
Teachers' pay & pension grants	-	2,678,351	(2,678,351)	-	-	-
COVID 19 catch up premium	-	891,880	(432,484)	(329,396)	-	130,000
COVID 19 grants	-	144,721	(144,721)	-	-	-
Other DfE / ESFA grants	-	393,301	(393,301)	-	-	-
LA Pupil support grants	-	745,933	(745,933)	-	-	-
Other LA grants	-	305,881	(305,881)	-	-	-
Teaching School funding	(12,530)	10,634	-	1,896	-	-
Trips donations	-	(3,859)	-	3,859	-	-
Devolved Formula Capital	-	291,778	(93,083)	(198,695)	-	-
Pension reserve	(26,855,000)	-	(4,522,000)	-	(11,133,000)	(42,510,000)
	(27,418,995)	69,588,466	(72,728,973)	(528,091)	(11,133,000)	(42,220,593)

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

19. STATEMENT OF FUNDS (continued)

RESTRICTED FIXED ASSET FUNDS

	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2021 £
Fixed assets transferred on conversion	113,353,971	-	(931,092)	-	-	112,422,879
Fixed assets purchased from GAG and other restricted	9,639,115	-	(484,282)	329,396	-	9,484,229
School Condition Allocation	841,898	1,492,852	(1,319,122)	-	-	1,015,628
Devolved Formula Capital	15,961	-	(214,656)	198,695	-	-
OCC Capital Grant	237,555	-	(188,731)	-	-	48,824
Melksham Oak IT & FFE Grant	200,000	-	(95,865)	-	-	104,135
LA Capital Grants	-	320,037	(320,037)	-	-	-
	124,288,500	1,812,889	(3,553,785)	528,091	-	123,075,695
TOTAL RESTRICTED FUNDS	96,869,505	71,401,355	(76,282,758)	-	(11,133,000)	80,855,102
TOTAL FUNDS	97,435,658	74,187,457	(79,067,088)	-	(11,133,000)	81,423,027

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

RESTRICTED FUNDS

The General Annual Grant represents funding received from the Education and Skills Funding Agency during the period in order to fund the continuing activities of the schools.

High Needs funding is received from the Local Authority to cater for pupils with learning difficulties and other disabilities.

Pupil premium funding represents amounts received from the ESFA to cater for disadvantaged pupils.

16-19 Allocation funding is received from the ESFA for the provision of sixth form learning.

UIFSM (Universal Infant Free School Meals) is received from the ESFA for the provision of free school meals to be supplied to all students up to and including year 2.

PE sports grant represents funding received from the ESFA and must be used to fund improvements to the provision of PE and sport, for the benefit of primary aged pupils, so that they develop healthy lifestyles.

Teachers' pay & pension grants is received from the ESFA to fund Teacher's pay rises and increases to pension contribution rates.

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

19. STATEMENT OF FUNDS (continued)

COVID-19 catch up premium is received from the ESFA to help pupils catch up on missed education due to the disruptions caused by the pandemic.

COVID-19 Grants represents exceptional claims made under the Government Coronavirus Job Retention Scheme.

Other DfE / ESFA grants represents other smaller grants received including rates reimbursement, Year 7 catch up, school improvement and TWHF bursary funding.

LA Pupil support grants represents income received from local authorities for the following schemes: Primary Behaviour Support Service, Young People Support Service, Child and Adolescent Mental Health Service, Local Authority Pupil premium & Pupil Referral Unit Service.

Other LA grants represents smaller grants received from local authorities, this includes a Ministry of Defence grant for the support of students with parents serving at local military sites. This also includes their grants represents smaller grants received from non-government sources.

Teaching School funding represents funding received from the National College to enable the teaching schools alliance to build the necessary leadership and administrative capacity to undertake its work in leading the alliance.

Trip donations represents donations made by parents towards the costs of educational trips during the year.

See notes under fixed asset funds section below for details of School Condition Allocation, Devolved Formula Capital & OCC Capital. Following updated guidance in the academies account Direction 19/20, these funds will be recognised within the fixed asset funds, any unspent balances were transferred to the fixed asset fund on 1 September 2019.

Pension reserve - This represents the Federation's share of the assets and liabilities in the Local Government Pension Scheme. As with most pension schemes this is currently in deficit due to an excess of scheme liabilities over scheme assets which was inherited on conversion to an academy. TWHF is following the recommendations of the actuary to reduce the deficit by making additional contributions over a number of years.

FIXED ASSET FUNDS

Fixed assets transferred on conversion represent the building and equipment donated to TWHF on conversion to an academy.

Fixed assets purchased from GAG and other restricted funds represent amounts spent on fixed assets from GAG or other restricted funding received from the ESFA or other bodies, such as the grants listed below. On purchase of a fixed asset from the funds below (or GAG) a transfer is recognised into the Fixed assets purchased from GAG and other restricted fund. The balances carried forward on the funds listed below on represent unspent cash or accrued funds at the year end.

School Condition Allocation represents funding received from the DfE to fund large capital projects as TWHF deems required.

Devolved Formula Capital represents funding received from the ESFA to cover the maintenance and purchase of TWHF's assets.

OCC Capital and opening grants represents funding received from the local authority for urgent repairs to a school roof and other cost incurred on conversion to an academy.

St Luke's SBC grant represents funding received from the local authority to cover the major refurbishment of the St Luke's site.

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

19. STATEMENT OF FUNDS (continued)

Melksham Oak IT & FFE Grant represents funding received from the local authority to cover the major refurbishment of the IT suites and equipment at the Melksham Oak site.

OTHER INFORMATION

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

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

UNRESTRICTED FUNDS	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2020 £
General funds	766,704	3,570,975	(3,771,526)	-	-	566,153
RESTRICTED GENERAL FUNDS						
General Annual Grant	(565,995)	53,123,441	(53,108,911)	-	-	(551,465)
High Needs	-	4,964,528	(4,964,528)	-	-	-
Pupil premium	-	3,067,641	(3,067,641)	-	-	-
16 19 Allocation	-	43,973	(43,973)	-	-	-
UIFSM	-	905,117	(905,117)	-	-	-
PE sports grant	-	542,696	(542,696)	-	-	-
Teachers' pay & pension grants	-	2,783,559	(2,783,559)	-	-	-
COVID-19 catch-up premium	-	326,248	(326,248)	-	-	-
COVID-19 grants	-	674,308	(674,308)	-	-	-
LA Pupil support grants	-	997,700	(997,700)	-	-	-
Other LA grants	-	291,347	(291,347)	-	-	-
Other grants	-	98,102	(98,102)	-	-	-
Teaching School funding	(51,226)	208,203	(169,507)	-	-	(12,530)

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

19. STATEMENT OF FUNDS (continued)

RESTRICTED GENERAL FUNDS (continued)	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2020 £
Trips donations	-	394,940	(394,940)	-	-	-
School Condition Allocation	594,126	-	-	(594,126)	-	-
Devolved Formula Capital	190,267	-	-	(190,267)	-	-
OCC Capital Grant	20,180	-	-	(20,180)	-	-
Pension reserve	(24,641,000)	-	450,000	-	(2,664,000)	(26,855,000)
	<u>(24,453,648)</u>	<u>68,421,803</u>	<u>(67,918,577)</u>	<u>(804,573)</u>	<u>(2,664,000)</u>	<u>27,418,995</u>
RESTRICTED FIXED ASSET FUNDS						
Fixed assets transferred on conversion	127,511,672	-	(14,157,701)	-	-	113,353,971
Fixed assets purchased from GAG and other restricted	7,900,585	-	(1,064,338)	2,802,868	-	9,639,115
School Condition Allocation	-	2,186,160	(12,516)	(1,331,746)	-	841,898
Devolved Formula Capital	-	302,547	(175,000)	(111,586)	-	15,961
OCC Capital Grant	-	322,500	(84,945)	-	-	237,555
St Luke's SBC Grant	-	533,612	-	533,612)	-	-
Melksham Oak IT & FFE Grant	-	200,000	-	-	-	200,000
Other small capital grants	-	21,351	-	(21,351)	-	-
	<u>135,412,257</u>	<u>3,566,170</u>	<u>(15,494,500)</u>	<u>804,573</u>	<u>-</u>	<u>124,288,500</u>
TOTAL RESTRICTED FUNDS	<u>110,958,609</u>	<u>71,987,973</u>	<u>83,413,077)</u>	<u>-</u>	<u>(2,664,000)</u>	<u>96,869,505</u>
TOTAL FUNDS	<u>111,725,313</u>	<u>75,558,948</u>	<u>(87,184,603)</u>	<u>-</u>	<u>(2,664,000)</u>	<u>97,435,658</u>

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

19. STATEMENT OF FUNDS (continued)

Total funds analysis by academy

	2021 £	2020 £
Fund balances at 31 August 2021 were allocated as follows:		
John Madejski Academy	-	(263,699)
Peak Academy	-	(357,469)
Central	857,332	623,326
Total before fixed asset funds and pension reserve	857,332	2,158
Restricted fixed asset fund	123,075,695	124,288,500
Pension reserve	(42,510,000)	(26,855,000)
TOTAL	81,423,027	97,435,658

TWHF successfully operate a GAG pooling approach to its Income, and further to that collective approach, operate their budget setting and accounting structures on a contribution basis - i.e. TWHF do not top slice, which has been the traditional approach to the funding of the central and strategic functions of schools historically

The approach we take to reserves is a slightly more "stepped" approach to the blanket "All reserves are Central reserves." To that end, if a school has negative contribution (defined by Expenses allocated greater than Income allocated), we will show that as negative reserves in the annual accounts. Then, as the school continues its improvement journey and starts to turn a positive contribution, then this be reflected in the reserves position, at which point the reserves are centralised once neutrality has been reached.

Given TWHF has a reputation for taking on challenging schools, it is important both to recognise the scale of the impact these turnarounds have financially on TWHF, and then to mark the progress that has occurred in the turnaround.

In the year, Peak Academy and John Madejski Academy have extinguished their negative reserves.

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

19. STATEMENT OF FUNDS (continued)

TOTAL COST ANALYSIS BY ACADEMY

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

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2021 £	Total 2021 £
Bowerhill Primary Academy	1,208,425	116,131	22,283	149,099	1,495,938	1,479,172
The Croft Primary Academy	1,184,337	160,414	33,951	142,359	1,521,061	1,524,509
Devizes School	4,606,335	647,065	460,012	630,301	6,343,713	5,717,702
Drove Primary School	2,034,704	300,266	49,157	224,243	2,608,370	2,661,002
Forest and Sandridge C of E School	1,386,367	107,511	22,809	185,205	1,701,892	1,728,322
Gagle Brook Primary School	292,369	46,758	12,445	93,173	444,745	395,746
Gloucester Academy	(124)	-	-	(2,847)	(2,971)	11,436,736
Gorse Hill Primary School	1,278,565	186,132	27,590	287,126	1,779,413	1,822,913
Grange Infant School	782,296	130,980	24,737	130,157	1,068,170	1,035,848
Grange Junior School	1,015,161	118,247	14,581	176,477	1,324,466	1,242,901
Haydon Wick Primary School	876,273	129,510	22,455	114,443	1,142,681	1,088,886
John Madejski Academy	3,031,778	367,308	160,784	1,138,460	4,698,330	4,735,173
Larkhill Primary School	727,912	115,189	20,546	129,808	993,455	1,130,426
The Manor C of E Primary School	904,080	90,369	56,086	154,079	1,204,614	1,271,209
Moredon Primary School	1,533,251	122,422	34,851	363,613	2,054,137	1,894,670
Mountford Manor Primary School	908,171	135,029	12,672	158,405	1,214,277	1,206,328

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

19. STATEMENT OF FUNDS (continued)

TOTAL COST ANALYSIS BY ACADEMY (continued)

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2021 £	Total 2021 £
Melksham Oak Community School	5,190,270	636,003	126,994	706,981	6,660,248	6,666,230
Nyland Special School	1,367,889	77,554	42,054	223,359	1,710,856	1,630,777
Peak Academy	1,416,072	219,207	310,537	265,949	2,211,765	1,964,288
The Ridgeway School & Sixth Form College	6,629,073	790,372	249,485	1,232,485	8,901,415	8,253,211
Rodbourne Cheyney Primary School	824,032	121,703	23,863	127,646	1,097,244	1,121,203
Seend C of E Primary School	445,779	27,966	9,838	81,628	565,211	514,063
Shaw C of E Primary School	740,222	58,651	14,723	141,245	954,841	940,286
St Georges C of E Primary School	374,051	22,100	25,812	57,215	479,178	490,138
St Mary's Broughton Gifford C of E Primary School	341,837	21,266	13,988	83,078	460,169	416,931
St Marys & All Saints Church of England Primary School	1,167,862	145,236	42,074	189,422	1,544,594	1,460,010
Southbroom Infants School	655,455	85,240	18,396	84,080	843,171	842,205
Southwold County Primary School	1,026,549	148,672	27,723	108,522	1,311,466	1,237,517
St. Luke's Academy	1,152,321	232,449	176,498	179,856	1,741,124	1,837,511
Tregoze Primary School	705,963	86,635	23,688	93,811	910,097	889,333
West Kidlington Primary School & Nursery	1,220,869	154,968	32,003	90,755	1,498,595	1,522,752
Whitelands Academy	421,055	110,246	100,212	338,622	970,135	-

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

19. STATEMENT OF FUNDS (continued)

TOTAL COST ANALYSIS BY ACADEMY (continued)

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2021 £	Total 2021 £
Zouch Primary School	1,407,210	148,406	50,462	150,977	1,757,055	1,733,437
Teaching School Central	-	44,951	-	26,641	71,592	234,089
Central services	4,004,137	4,231,560	107,510	4,131,790	12,474,997	12,217,206
TWHF	<u>50,860,546</u>	<u>10,136,516</u>	<u>2,370,819</u>	<u>12,388,163</u>	<u>75,756,044</u>	<u>84,342,730</u>

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS CURRENT YEAR

	Unrestricted funds 2021 £	Restricted funds 2021 £	Restricted fixed asset funds 2021 £	Total funds 2021 £
Tangible fixed assets	-	-	121,907,108	121,907,108
Current assets	567,925	6,049,615	1,168,587	7,786,127
Creditors due within one year	-	(5,488,605)	-	(5,488,605)
Creditors due in more than one year	-	(271,603)	-	(271,603)
Provisions for liabilities and charges	-	(42,510,000)	-	(42,088,000)
TOTAL	<u>567,925</u>	<u>(42,220,593)</u>	<u>123,075,695</u>	<u>81,423,027</u>

ANALYSIS OF NET ASSETS BETWEEN FUNDS PRIOR YEAR

	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £
Tangible fixed assets	-	-	122,993,086	122,993,086
Current assets	585,903	4,091,949	1,295,414	5,973,266
Creditors due within one year	-	(3,933,816)	-	(3,933,816)
Creditors due in more than one year	(19,750)	(722,128)	-	(741,878)
Provisions for liabilities and charges	-	(26,855,000)	-	(26,855,000)
TOTAL	<u>566,153</u>	<u>(27,418,995)</u>	<u>124,288,500</u>	<u>97,435,658</u>

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

21. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net expenditure for the year (as per statement of financial activities)	(4,879,631)	(11,625,655)
ADJUSTMENTS FOR:		
Depreciation	3,311,044	2,841,873
Capital grants from DfE and other sources	(2,117,380)	(3,219,516)
Interest receivable	(593)	(36,662)
Defined benefit pension scheme cost less contributions payable	4,033,000	4,093,000
Defined benefit pension scheme finance cost	489,000	405,000
(Increase)/decrease in debtors	(296,549)	315,991
Increase/(decrease) in creditors	1,402,963	(599,159)
Net loss on academy transferred out of TWHF	-	7,432,166
NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES	1,941,854	(392,962)

22. CASH FLOWS FROM FINANCING ACTIVITIES

	2021 £	2020 £
Repayment of ESFA loans	(318,449)	(476,768)
NET CASH USED IN FINANCING ACTIVITIES	(318,449)	(476,768)

23. CASH FLOWS FROM INVESTING ACTIVITIES

	2021 £	2020 £
Interest receivable	593	36,662
Purchase of tangible fixed assets	(2,225,066)	(2,802,868)
Capital grants from DfE Group and other sources	2,117,380	3,219,516
NET CASH (USED IN)/PROVIDED BY INVESTING ACTIVITIES	(107,093)	453,310

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

24. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021 £	2020 £
Cash in hand and at bank	4,938,456	3,422,144
TOTAL CASH AND CASH EQUIVALENTS	4,938,456	3,422,144

25. ANALYSIS OF CHANGES IN NET DEBT

	At 1 September 2020 £	Cash flows £	At 31 August 2021 £
Cash at bank and in hand	3,422,144	1,516,312	4,938,456
Debt due within 1 year	(112,472)	(151,826)	(264,298)
Debt due after 1 year	(741,878)	470,275	(271,603)
	2,567,794	1,834,761	4,402,555

26. CAPITAL COMMITMENTS

	2021 £	2020 £
CONTRACTED FOR BUT NOT PROVIDED IN THESE FINANCIAL STATEMENTS		
Acquisition of tangible fixed assets	1,046,310	541,975

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

27. PENSION COMMITMENTS

TWHF'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 Wiltshire Pension Fund. Both are multi employer defined benefit schemes.

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

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

TEACHERS' PENSION SCHEME

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

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

VALUATION OF THE TEACHERS' PENSION SCHEME

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

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

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

The employer's pension costs paid to TPS in the year amounted to £4,780,881 (2020 - £4,825,714).

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

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

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

27. PENSION COMMITMENTS (continued)

LOCAL GOVERNMENT PENSION SCHEME

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee administered funds. The total contribution made for the year ended 31 August 2021 was £4,371,000 (2020 - £4,465,000), of which employer's contributions totalled £3,434,000 (2020 - £3,507,000) and employees' contributions totalled £937,000 (2020 - £958,000). The agreed contribution rates for future years are 22.8 per cent for employers and 5.5 - 12.5 per cent for employees.

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

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

PRINCIPAL ACTUARIAL ASSUMPTIONS	2021 %	2020 %
Rate of increase in salaries	3.3	2.5
Rate of increase for pensions in payments	2.9	2.2
Discount rate for scheme liabilities	1.7	1.7
Inflation assumption (CPI)	2.9	2.2

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

RETIRING TODAY	2021 Years	2020 Years
Males	21.9	21.7
Females	24.4	24.0
RETIRING IN 20 YEARS		
Males	22.9	22.5
Females	26.1	25.4

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

27. PENSION COMMITMENTS (continued)

SHARE OF SCHEME ASSETS

TWHF's share of the assets in the scheme was:

	2021 £	2020 £
Equities	29,578,700	24,719,000
Corporate bonds	17,427,710	13,943,000
Property	5,809,570	5,221,000
Cash and other liquid assets	547,020	34,000
TOTAL MARKET VALUE OF ASSETS	53,363,000	43,917,000

The actual return on scheme assets was £578,000 (2020 - £1,020,000).

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

	2021 £	2020 £
Current service cost	(7,467,000)	(7,600,000)
Interest income	775,000	739,000
Interest cost	(1,264,000)	(1,144,000)
TOTAL AMOUNT RECOGNISED IN THE STATEMENT OF FINANCIAL ACTIVITIES	(7,956,000)	(8,005,000)

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

	2021 £	2020 £
AT 1 SEPTEMBER	70,772,000	67,043,000
Transferred out on existing academies leaving TWHF	-	(9,219,000)
Interest cost	1,264,000	1,144,000
Employee contributions	937,000	958,000
Actuarial losses / (gains)	16,441,000	3,498,000
Benefits paid	(1,002,000)	(252,000)
Current service cost	7,467,000	7,600,000
AT 31 AUGUST	95,879,000	70,772,000

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

27. PENSION COMMITMENTS (continued)

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

	2021 £	2020 £
AT 1 SEPTEMBER	43,917,000	42,402,000
Transferred out on existing academies leaving TWHF	-	(4,271,000)
Interest income	773,000	739,000
Actuarial gains	5,308,000	834,000
Employer contributions	3,434,000	3,507,000
Employee contributions	937,000	958,000
Benefits paid	(1,002,000)	(252,000)
AT 31 AUGUST	53,367,000	43,917,000

28. OPERATING LEASE COMMITMENTS

At 31 August 2021 TWHF had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021 £	2020 £
Not later than 1 year	390,836	451,475
Later than 1 year and not later than 5 years	1,187,827	1,328,220
Later than 5 years	856,955	1,116,818
	2,435,618	2,896,513

Moredon Primary School occupies buildings that are subject to a PFI agreement. The amount included in operating lease commitments above is the projected revenue payment for future years. This agreement will expire in 2030 and each annual payment is subject to inflationary increases.

29. MEMBERS' LIABILITY

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

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

30. RELATED PARTY TRANSACTIONS

During the year, Prime Theatre invoiced TWHF a net amount of £21,923 (2020: £4,884) with a balance of £8,275 (2020: £198) outstanding at year end. Dr N Capstick, CEO and Trustee, is a director of Prime Theatre. The transactions were at arm's length.

Owing to the nature of TWHF and the composition of the Board of Trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the Academies Financial Handbook, including notifying the ESFA of all transactions made on or after 1 April 2019 and obtaining their approval where required, and with TWHF's financial regulations and normal procurement procedures relating to connected and related party transactions.

31. AGENCY ARRANGEMENTS

TWHF distributes 16-19 bursary funds to students as an agent for ESFA. In the accounting period ended 31 August 2021 TWHF received £48,288 and disbursed £48,288 from the fund. An amount of £Nil is included in other creditors relating to undistributed funds that is repayable to ESFA.

32. CONTROLLING PARTY

The company is under the joint control of the Members. There is no ultimate controlling party.

Notes to the Financial Statements

For the year ended 31 August 2021 (continued)

33. TEACHING SCHOOL TRADING ACCOUNT

Income	2021	2021	2020	2020
	£	£	£	£
DIRECT INCOME				
ESFA and other government grants	10,634		188,340	
OTHER INCOME	-			
School to school support	(1,678)		52,382	
TOTAL INCOME		8,956		240,722
Expenditure				
DIRECT EXPENDITURE				
Wages and salaries	-		23,145	
Educational supplies	13,275		90,259	
Technology costs	-		150	
Supply teachers	-		370	
Staff development	-		295	
TOTAL DIRECT EXPENDITURE	13,275		114,219	
OTHER EXPENDITURE				
Wages and salaries	44,951		59,361	
Depreciation	8,942		7,668	
Professional services	14,086		21,813	
Other costs	-		1,289	
TOTAL OTHER EXPENDITURE	67,979		90,131	
TOTAL EXPENDITURE		81,254		204,350
(Deficit)/surplus from all sources		(72,298)		36,372
Teaching school balances at 1 September 2020		36,372		-
TEACHING SCHOOL BALANCES AT 31 AUGUST 2021		(35,926)		36,372



The White Horse Federation

A Company Limited By Guarantee

Annual Report and Financial Statements

For the year ended 31 August 2021

Registered number: 08075785

