

Registration number: 09341374

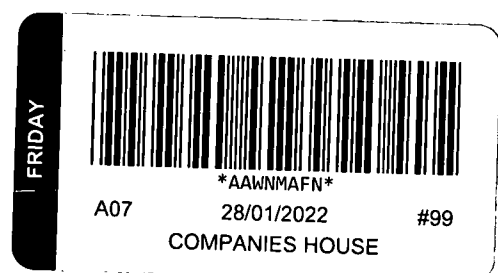
The Good Shepherd Multi Academy Trust

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 August 2021

Dodd & Co Limited
FIFTEEN Rosehill
Montgomery Way
Rosehill Estate
CARLISLE
CA1 2RW



The Good Shepherd Multi Academy Trust

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The Good Shepherd Multi Academy Trust

Reference and Administrative Details

Trustees (Directors)	H J Clarke, Chair P J Freeman, Vice Chair W M M Rayner S Hughes The Venerable V Ross (resigned 30 September 2021) P A Weedon (resigned 9 July 2021) R J A Petty M Chater C Kirkpatrick (appointed 25 March 2021) C Kearns (appointed 25 March 2021) A Martin (appointed 20 May 2021 and resigned 28 September 2021) Members are disclosed on page 3 of the accounts
Company Secretary	A Gerke
Senior Management Team	C Render, CEO & Accounting Officer A Gerke, Business Manager A Davies, Lazonby C of E School Headteacher J Laker, Executive Headteacher for Braithwaite C of E Primary School & Dean C of E School S Carrick, Ambleside C of E School Headteacher O Harrison, Lorton School Headteacher R Blake, Executive Headteacher for Whitfield C of E Primary School, Wreay C of E School & Gilsland C of E School C Cunningham, Executive Headteacher (Consultant) for Kirkland C of E Academy N Turley, Threlkeld C of E School Headteacher
Auditors	Dodd & Co Limited FIFTEEN Rosehill Montgomery Way Rosehill Estate CARLISLE CA1 2RW
Company Registration Number	09341374
Chief Executive Officer	C Render
Principal and Registered Office	19-24 Friargate PENRITH CA11 7XR

The Good Shepherd Multi Academy Trust

Reference and Administrative Details (continued)

Bankers

CAF Bank
25 Kings Hill Avenue
Kings Hill
WEST MALLING
ME19 4TA

Lloyds Bank Plc
5-6 King Street
PENRITH
CA11 7AP

Cumberland Building Society
15 Middlegate
PENRITH
CA11 7PG

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

The Trustees present their annual report together with the financial statements and auditor's report of the charitable company for the year ended 31 August 2021. The annual report serves the purposes of both a trustees' report and a directors' report under company law.

The Trust operated ten small rural primary academy schools during the year, Lazonby C of E School, which joined on 1 February 2015, Braithwaite C of E School which joined on 1 September 2015, Ambleside C of E School which joined on 1 October 2015, Lorton School which joined on 1 March 2017, Whitfield C of E Primary School which joined on 1 September 2017 and Dean C of E School which joined on 1 February 2019, Wreay C of E school which joined 1 September 2019 and Gilsland C of E School (a former stand alone academy Trust) which was re-brokered and joined on 1 January 2020, Kirkland C of E Academy (formally Lamplugh C of E School) which joined on 1 February 2021 and Threlkeld C of E School which joined on 1st June 2021. The academies have a combined pupil capacity of 932 and had a roll of 531 in the school census in October 2021.

Structure, governance and management

Constitution

The Good Shepherd Multi Academy Trust (hereafter referred to as The Trust) is a company limited by guarantee and is an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the Trust. The company was incorporated on 4 December 2014. The company registration number is 09341374.

The Trustees of The Good Shepherd Multi Academy Trust are also the directors of the charitable company for the purposes of company law.

Details of the Trustees who served throughout the year except as noted are included in the Reference and Administrative Details on page 1.

The Trust delivers its aims through working with the Local Governing Body of each of its schools. More details about them can be found in the governance section.

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.

As recommended good practice and in accordance with the company's Articles of Association, independent Members of the Trust were appointed as follows:

The Right Reverend J Newcome (in his capacity as The Lord Bishop of Carlisle)
Carlisle Diocesan Board of Finance (The Venerable Doctor R D Pratt is nominated by it for the purpose)
M Wilson (in his capacity as nominated by the trustees of Carlisle Diocesan Board of Finance)
Andrew Towner (in his capacity as Chairman of the Carlisle Diocesan Board of Education)
H J Clarke (in her capacity as Chair of the Board of Trustees)
N Robson

Trustees' indemnities

The Trust through its Articles has indemnified its Trustees to the fullest extent permissible by law. During the period the Trust purchased and maintained liability insurance for its Trustees through the Academy Risk Protection Arrangement.

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Method of recruitment and appointment or election of Trustees

The members of The Trust appoint the Trustees, apart from co-opted trustees who are agreed by the directors. Up to three Trustees are appointed by the members from the Chairs of the Local Governing Bodies of the academies within the Trust. Agreement of appointment of Trustees by the members can take place at the AGM or by email circulation between times, in which case a response is required from all members to ratify the appointment.

There are two elements to the process for appointing Trustees.

Potential new Trustees need to be nominated for appointment by a member, or in the case of the 3 Trustees who are chairs of Local Governing Bodies, they need to be nominated by a Local Governing Body. This is done using the Trustee Nomination Form. Co-opted Trustees need to be nominated by another Trustee and should the Board agree to the co-option then consent needs to be sought from the Diocesan Board of Education.

All potential Trustees will be asked to attend an informal meeting. This is to allow both the candidate and the organisation to understand more about each other. The outcome of this meeting will be reported back to the Board and discussed.

In making recommendations to the AGM for new Trustees, or agreeing co-option of Trustees, the Board will be mindful of the following:

- that a range and mix of skills are represented at Board level
- take account of any gaps in skills and experience at Board level
- to achieve a diverse Board that will reflect equality of opportunity

Policies and procedures adopted for the induction and training of Trustees

The Board recognises that induction for new Trustees is essential in enabling them to become effective as soon as possible after taking up their role.

The Induction process has three parts:

Part 1 - Provision of key documentation to each new Trustee

The new Trustee will receive copies of key documents and information concerning the roles, responsibilities and practices of the Board (see below).

Part 2 - Meeting with the Chairperson and/or Chief Executive

The purpose of this meeting is for the new Trustee to have a briefing on the Trust and the work of the Board and its practices and procedures.

The Chairperson and/or CEO will provide a background to the role of Trustee and the responsibilities of this role. During the meeting the Chairperson and/or CEO will refer to the Governance Manual ensuring that the new Trustee understands the contents and any questions are addressed.

Part 3 - Introduction to the operational aspects of the organisation

The purpose of this activity is to provide the new Trustee with an understanding of the operational aspects of the Trust and the work of the central staff team.

This will include:

- a tour of the premises operated by the organisation
- introduction to the staff team
- introduction to the health and safety procedures for the office

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Induction Records

In order to support the induction process and to inform the Board monitoring process, an induction record form will be completed once the induction process has been undertaken in full. The dates of completion should be inserted by the new Trustee and kept for examination during the monitoring process.

Organisational structure

The decision making process is one of delegation of responsibilities. The Board of Trustees has overall responsibility for the Trust. It makes decisions on strategic areas of delivery, policy development and adoption, budget setting and due diligence. It delegates the day to day running of the central administrative functions of the Trust to the part time CEO (who is also the Accounting Officer) and the Business Manager. It delegates the day to day running of the individual schools, through an agreed Scheme of Delegation which itemises where the responsibility for decision making lies between the Trust, to the Local Governing Body and Headteacher/Executive Headteacher of each school.

Arrangements for setting pay and remuneration of key management personnel

The process for pay progression and salary levels for the head teachers is set out in the Teachers Pay Policy which is based on standard practice across schools and reflects the salary bands agreed at a national level by the unions.

The process for pay progression and salary levels for central Trust staff reflects standard practice used by Cumbria County Council that has been adapted by the Trust to make it fit for purpose.

Trade Union Facility Time

The Trust did not have any employee who was a trade union official during the financial year. From September 2021 one employee acted as a trade union official and accessed trade union facilitation time.

Connected organisations, including related party relationships

The Diocese of Carlisle, through the Diocesan Board of Finance Limited and The Diocesan Board of Education is the main connected party to the Trust. The Diocesan Board of Finance Limited (DBF) is a registered company and charity and is responsible for transacting the financial business of the diocese and is also custodian trustee of many diocesan buildings including eight of the ten academies in the Trust. The DBF appoints two members, the Diocesan Board of Education appoints one member and the Bishop of Carlisle is named as another. Any additional members need to be approved by the Diocesan Board of Education. The Members act as the conscience of the Trust and it is the members' responsibility to appoint the directors/trustees.

In addition the Diocesan Board of Education has the opportunity to appoint representatives from its Board to serve on each of the 3 sub committees of the Trust.

The Diocese of Carlisle supported the work of the Trust pre registration of the company and has allocated a grant towards central running costs which is drawn down according to need every year. The value of this grant was £24,600 in the 20/21 academic year.

The central Trust staff also occupy office space in the Diocesan Offices in Penrith and pay a proportional at cost amount for desk space in the building and other facilities.

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Kelsick's Educational Foundation is a registered charity and exists to provide financial support to individuals, schools and groups under the terms of the will of Ambleside's greatest benefactor, John Kelsick, who bequeathed land in trust in 1723 to provide education for the young people of the town. The foundation gives an annual grant to support Ambleside C of E School and is also the landlord of both Millan's Park Playing Field and the school playground on the opposite side of Vicarage Road.

Dean Educational Foundation is a registered charity and has the following objectives:

1. Assisting boys and girls for purposes of education other than elementary
 2. Attending to health and physical condition of children attending public elementary schools.
 3. Otherwise promoting the education, including social and physical training of boys and girls of the poorer classes.
- The Foundation provides financial support to Dean C of E School as well as being the official custodian of some of the school building.

The Local Governing Bodies of both Lazonby C of E School and Ambleside C of E School maintain a "Governors Account" which is used to support education of the pupils and identified need.

Friends of Lazonby School, Friends of Ambleside School, Friends of Braithwaite School, Friends of Lorton School, Friends of Whitfield School, Friends of Dean School, Wreay School PTA and Friends of Threlkeld School are the Parent Teachers Associations that fundraise on behalf of each of the schools and contribute towards requested identified expenditure.

Academies in the Trust work closely with local clusters of schools and within the County wide network known as the Cumbria Alliance of System Leaders (CASL) which is a company and charity. This supports joint working and support within schools and defined practices and structures to work with other schools and academies. The Trust is not formally represented on CASL.

The Trust has a Conflict of Interest Policy which sets out how the Register of Interests works and the procedure for managing any conflict of interest in Board of Trustee meetings. The Trust maintains a central risk register and the LGB's maintain individual school risk registers.

Objectives and activities

Objects and aims

Objectives

The Company's object ("the Object") is specifically restricted to the following:

(a) to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing Academies which shall offer a broad and balanced curriculum and which shall include:

- (i) Church of England schools designated as such which shall be conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship, and having regard to any advice issued by the Diocesan Board of Education; and
- (ii) other academies whether with or without a designated religious character; but in relation to each of the academies to recognise and support their individual ethos, whether or not designated Church of England.

(b) as ancillary to (a) and with the written agreement of the site trustees to promote for the benefit of the inhabitants of the areas served by the academies the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants.

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Aims

Mission, Vision and Values

Our mission as a Trust is to support learning in the communities of Cumbria and neighbouring areas by providing high-quality educational opportunities and resources for those communities through the operation of academies. We will do this in collaboration with other like-minded organisations and community groups.

Our core aim is to provide all children with excellent educational provision within a caring and supportive ethos that is rooted in Christian values. We believe that every child has a right to educational excellence through high quality schooling. The success of pupils, in the broadest sense, lies at the heart of what we do.

We also aim to promote the provision of facilities for wider learning including recreation or other leisure time occupation for the benefit of the inhabitants of the areas served by our academies. We do this in the interests of social welfare and with the object of improving the condition of life of these inhabitants.

Our vision for education is that everyone should be able to 'have life in all its fullness'. This requires educating for wisdom, knowledge and skills, educating for hope and aspiration, educating for community and living well together and educating for dignity and respect as described in the Church of England Vision for Education, 2016.

Our vision as an organisation is to be driven by Christian values. We seek to ensure all our values drive the operation of the Trust from strategic governance through to the minutiae of daily activities.

Each of our academies has its own distinctive statement of its vision and values but collectively we value

- trustworthiness, honesty and openness,
- humility, empathy and forgiveness,
- social responsibility, good stewardship and sacrificial service.

We believe everyone is important and everyone has something to contribute. We believe those outside our academies are as important as those within and we value collaboration and mutual support. We believe that we are on a shared journey and should be there for one another so that no one need feel isolated. We seek to be responsive and adaptable to the needs and aspirations of all who join us on this journey.

We believe education has both immediate and lifelong relevance and thus school is as much about making the most of childhood and adolescence as it is about preparing best for adulthood. We commit ourselves to both.

Objectives, strategies and activities

Composition, Governance and Structures

Due to the growth of our family and with the support of the Diocese, we successfully appointed a Chief Executive Officer on the 1st February 2019. This post was increased to 0.6 and made permanent from February 2021. This appointment has further enhanced our leadership structure and grown our capacity, appropriate to the demands and needs of our academies.

With Kirkland C of E Academy joining as a full sponsored academy in February 2021 and Threlkeld C of E School joining as a converter academy in June 2021, we grew to ten schools. In 21/22 we expect Ellenbrough & Ewanrigg School to join as a converter academy & Penny Bridge C of E Academy to be re-brokered as a former stand-alone academy.

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Indeed, as our family grows, our thoughts are to work on the basis of three regional areas across Cumbria/Northumberland in the North, West and South with one or more clusters in each of these regions. The new clusters will contain geographically linked schools who will be encouraged to collaborate on school improvement, CPD, SEND and curriculum developments.

To support this structure, and offer CPD for our staff, we would then aim to recruit three Regional Leads who will provide an oversight of all clusters in their region and lead on a strategic Trust wide priority, for example Inclusion, Governance or Quality of Education.

We will allow our Trust governance structures to evolve and adapt in such a way as to support decision-making, accountability and collaboration at a local level. This may involve a tier of governance between that of the Trust Board and the Local Governing Body of each individual academy or combining LGB's of small schools. This will enable the Trust to continue to support learning flexibly across the region without becoming too cumbersome or too remote from its individual schools and the local communities.

The regional approach, where by clusters are formed, means that there is no need to limit the size of our Trust. Thus, we can genuinely offer a home for any church school in the diocese, plus as many other schools as wish to join us and are happy to sign up to our values and ethos.

We recognise the diversity of the Cumbria/ Northumberland area of operation and the differing needs and contributions of academies related to their size, location and age phase and will ensure that our family is structured in a way that supports values and empowers, each one from the smallest village primary school to the largest urban secondary school. We will also seek opportunities to contribute to provision for those children and young people who have special educational needs. We aspire to set up new academies through the Free Schools or other programmes and will involve partnerships and collaboration with other education providers.

Finance and Administration

We aim to be financially independent of the Diocese of Carlisle, self-supporting based on government recurrent funding plus conversion/sponsorship grants and sustainable due to reserves and additional income sources enabling us to navigate through challenging times and invest in more bountiful times. To achieve this we will need to increase in size by recruiting more schools, especially larger ones. The received wisdom is that a total of 3000 pupils are needed for full sustainability. We will be characterised as now by good stewardship that ensures resources are used to maximise the benefit to the pupils in our academies. Any reserves will be managed through prudent, low/medium risk and ethical investment. We will continue to improve the range and quality of services provided to our academies by the central service team (and any distributed parts of that unit).

Educational Outcomes

The quality of education provision must be judged by national statutory measures including OFSTED judgements and SIAM's for Church Schools as well as by our own mission and values. In particular, we must ensure we focus on 'Life in all its Fullness' and thus consider the full breadth of the curriculum and pupil development in the broadest sense. We will develop a detailed framework for reviewing the quality of all our provision together with the tools necessary to collect the evidence to inform and support the judgements we make. This will involve all stakeholders. In order to meet our aspirations for the best possible educational experience for the pupils in our academies we will need to invest in our workforce, including those who support and advise academy leaders. We will need to face the particular challenges faced by very small rural schools in a harsh economic climate through structural, financial and social measures that provide the best opportunities for the continued provision of high- quality education in those communities.

Influence and Reputation

Through our partnerships with the Diocese, the University of Cumbria, other MAT's and other bodies we aim to be recognised as an innovative, research-informed, values driven, leading multi academy trust. We will continue to work with the DFE and Regional Schools commissioner (North) contributing to educational debate and policy making whilst enhancing our reputation. Our staff will be happy, professionally well developed and in demand for training and support to other MAT's and schools as we seek to share our growing expertise and experience with others for the overall benefit of learners everywhere. The parents of the children in our schools will be fully engaged and committed to the success of their school and the Trust and where appropriate we will draw on their expertise to further the work of the Trust and the development of clusters.

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

We will seek to share our resources in ways that will benefit all within our academies, clusters and localities. We will promote education and wellbeing for all and seek to ensure that within the Trust we have great schools at the heart of their communities.

The Good Shepherd Trust is delighted to be the first Multi Academy Trust in Cumbria recognised and accredited as part of the Valued Worker Scheme. As a Trust we believe that everyone has something to offer, and we work hard to ensure that our staff can come to work and flourish in their roles. Joining the scheme is an acknowledgement of the success of that core value.

The Valued Worker Scheme recognises employers who commit to treating all employees fairly, equitably and with dignity. It is jointly promoted by the NASUWT, GMB, UNISON and Unite and recognises and supports good employment relations developed in schools and colleges.

Public benefit

The Trust seeks to benefit the public through the pursuit of its stated aims, activities and ethos in order to promote high quality education.

Our schools welcome pupils from all backgrounds and are inclusive and committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, gender, sexual orientation or disability.

Our schools are committed to safeguarding and promoting the welfare of our pupils and expects all staff and volunteers to share this commitment.

The Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the public benefit guidance provided by the Charity Commission.

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Strategic Report

Achievements and performance

The academic year 2020-2021 started on a positive note with all schools fully open in September 2020 and children enjoying being back at their respective school and resuming normal lessons. This was short lived with a short 'circuit break' in November for critically extremely vulnerable staff and pupils and then a full second national lockdown from 4th January – 8th March 2021. During this second lockdown January – March 2021 schools reverted to remote learning with zoom meetings for Board and committee meetings. Church House closed which saw the central Trust team working from home.

As a Board we ensured that our COVID response continued with the COVID Directors Action Group meeting monthly to ensure a strategic overview and a clear communication strategy alongside working with the Cumbria County Council COVID response Education Group on a weekly basis.

At the Good Shepherd we continued:

- A clear communication Strategy- social media, letters to communities, information to school leaders, guidance communicated.
- The development of Health and Well Being Strategy for all of our schools.
- Alignment of IT resources across Trust schools and online learning platforms to enable remote learning plans to be put in place.
- Ongoing school improvement support (Catch Up Plans, Pupil Premium, curriculum discussion, monitoring pupil attendance and policies updated for example appraisal.)
- Offering three hours of safeguarding supervision to all our schools.

As a Trust in light of COVID we set up a virtual 'Headteacher Get Together' on a monthly basis via zoom, which operated throughout 2020-2021. This encouraged regular communication, sharing best practice and the management of our schools during a pandemic. The monthly events have brought all Trust schools closer together and the use of technology will be continued as a means of regular communications within our Trust family.

As the academic year 2020-2021 progressed we continued to build on our already good school improvement offer by:

- holding termly meeting between school improvement officers and Trust CEO,
- identifying foundation subject leaders across the North cluster and then providing high quality CPD to the subject leaders to enable them to effectively fulfil the role.
- Offering safeguarding supervision offer to all Trust Designated Safeguarding Leads.
- Writing a small school curriculum which can be used as necessary by all Trust schools.
- Increased use of technology to enhance teaching and learning- Purple Mash, Class Dojo, CPOM's. Twinkl
- Data analysis workshops by the school improvement committee, focus on Pupil Premium and SEND as a defined group.

Safeguarding takes the highest priority in the Good Shepherd Trust, this has been shown over 2020-2021 by:

- The use of Child Protection Online Monitoring System (CPOMS) across Trust schools,
- The purchase of the National Online Safety so all staff and LGB members can access quality training.
- Safeguarding supervision offer
- Triage service to all Designated Safeguarding Leads and Head Teachers/Head of School via safeguarding School Improvement Officer
- NSPCC toolkit audit and action plan annually to report.
- Local Governing Body Safeguarding Members annual report to Safeguarding Director.

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Strategic Report

Other achievements throughout the year include being awarded National Delivery Partner for the Church of England Education Foundation's National Professional Qualification (NPQH). As a Trust we will use our team of school improvement officers to provide the facilitation and coaches with a view to starting the course in February 2022.

The Good Shepherd Trust is delighted to be the first Multi Academy Trust in Cumbria recognised and accredited as part of the Valued Worker Scheme. As a Trust we believe that everyone has something to offer, and we work hard to ensure that our staff can come to work and flourish in their roles. Joining the scheme is an acknowledgement of the success of that core value.

The Valued Worker Scheme recognises employers who commit to treating all employees fairly, equitably and with dignity. It is jointly promoted by the NASUWT, GMB, UNISON and Unite and recognises and supports good employment relations developed in schools and colleges.

Over the academic year 2020-2021 we presented to four governing bodies at their request, the presentations gave each governing body an overview of the Trust organisational structures and how joining the Good Shepherd would benefit their individual school. Following the presentations two schools decided to carry out consultations to join the Good Shepherd, Threlkeld C of E school which joined on 1st June and Ellenborough and Ewanrigg Infants School who will join on the 1st January 2022.

Throughout the academic year 2020-2021 the Trust Board and committees worked on Year One of our Trust Development Plan. A Chairs strategy group was set up to meet monthly to review progress of the Trust Development Plan 2020-2021. This ensured that the plan was always kept in sight via the Directors.

Activity around the Trust Development Plan revolved around the following priorities:

Recruit more schools, build our brand, celebrate our success, sell our services, develop our cluster model and leadership pathways, establish the Trust as a centre of excellence, revise our school improvement offer, revise our recharge, obtain grant funding and create efficiency and cost savings.

We evaluated Year 1 of the Trust Development Plan to be successful in its implementation: two schools were recruited, a draft conference outline for 17th June 2022 was presented and agreed by the Board, we submitted a business case to the Diocese Board of Finance Limited which was well received, an activity led budget was begun with good discussions between CEO, Business Manager and Chair of the Business Development Committee which resulted in excellent CPD for all involved and we also achieved Delivery Partner status for the delivery of the National Professional Qualification of Headship (NPQH)

The Trust has a positive working relationship with the Department of Education and continued this positive dialogue over the academic year 2020-2021, we are recognised as a growing Trust. Our CEO was invited to the Headteacher Board (Now Advisory Board) to give a presentation around the Good Shepherd and school improvement, the presentation was well received by all.

We continued to work closely with the Diocese of Carlisle over the academic year 2020-2021 in the following ways:

- Termly meetings between Chair of the DBE, DDE, Chair of the Good Shepherd and CEO- strategic meeting.
- Fortnightly meeting between the DDE and CEO of Good Shepherd to share 'local intelligence' about our church schools, plan collaboration and school improvement objectives.
- Developing conversations around service level agreement to enhance the partnership agreement for Diocese schools.
- Diocese Board of Education's Vision and strategy document refers to the Good Shepherd Trust as part of the picture within rural communities.
- Representation from the Diocese Board of Finance on our Finance committee.
- We welcome DBE members onto our personnel, school improvement and Business Development committees.
- We have provided support for all church schools in the Diocese via professional partner roles and attending strategic improvement meetings (SIM)

The success of the Trust depends upon the performance of its individual schools and the regular monitoring of school progress is crucial. External measures include outcomes at Ofsted and SIAM's. Progress is also measured through feedback. There is a clear, open and transparent opportunity for employees at school and Trust level to be given the opportunity to feedback on how the Trust is working in particular through a clearly defined review process. In addition to this, officers and directors will take opportunities to access informal feedback through their networks.

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Strategic Report

We are delighted to report that Whitfield C of E Primary School achieved a 'Good with outstanding feature' for its recent OFSTED (November 2021.) We are particularly pleased with the outstanding for behaviour/ attitudes. 'Pupils respond with a strong work ethic and their behaviour is exemplary' and the comments about the Good Shepherd 'all leaders and staff appreciate the strong support from the Trust' and 'staff say that networking with other schools in the Trust supports them with their workload.'

The School Improvement Committee receives regular reports from the schools and consultants, enabling it to effectively monitor performance against agreed targets.

Due to the COVID pandemic all statutory assessments, Year 1 phonics, Year 2 SAT's and Year 6 SAT's were cancelled in the summer term 2021.

Key Stage 1 and 2 subject results 2021

The Key Stage 1 and 2 SATs were again cancelled in 2021 due to further partial and full closures of schools because of the continuing COVID-19 pandemic.

Our Trust school staff always carefully assess and track pupils' attainment and progress using a variety of formative (during lessons) and summative (from tests) methods. This data is recorded in each school's information management system and is a key factor in a rigorous approach to ensuring pupils make good progress and achieve outcomes commensurate with their starting points.

In 2021, the last assessment point in our Trust schools was in June. Teacher assessments and written tests were used appropriately to assess, at that point, the attainment of each child.

These assessments are detailed in the tables below and comparisons are made with the Trust average. They are a reliable measure of pupils' attainment at that point and are the best indication available of how pupils in Years 2 and 6 might have performed in the KS1 and KS2 SATs had they taken place as usual during the summer term 2021. It must be remembered, however, that 2020-2021 was the second academic year disrupted by school closures as well as staff and pupil absence due to COVID-19 when schools were fully open, so pupils had, by this point, missed a great deal of face-to-face teaching, although catch-up intervention had been deployed effectively.

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Strategic Report

KS2 progress figures, usually the most significant measure of a school's performance, are unavailable due to the tests being cancelled.
(percentages are rounded; green indicates outcomes close to or above the Good Shepherd Trust average; red indicates outcomes are below the Good Shepherd Trust average)

Key Stage 2 (Year 6) Subject Assessments (June 2021)

All Trust Schools and Trust Aggregate

	Reading, Writing & Maths at Least Age Expected Standard	Reading at Least Expected Standard	Writing at Least Expected Standard	Maths at Least Expected Standard
Ambleside Cohort: 9	78%	89%	78%	78%
Braithwaite Cohort: 10	40%	60%	40%	70%
Dean Cohort: 8	100%	100%	100%	100%
Gilsland Cohort: 0				
Kirkland Cohort: 0				
Lazonby Cohort: 14	71%	71%	71%	79%
Lorton Cohort: 8	50%	88%	50%	75%
Threlkeld Cohort: 11	64%	82%	64%	91%
Whitfield Cohort: 4	75%	100%	75%	100%
Wreay Cohort: 17	53%	77%	53%	65%
Trust Average Cohort: 81	64%	80%	64%	79%

Taking information from the last assessment point of the academic year 2020-2021 (June 2021), attainment at KS2 (Y6) shows that most Trust schools (5/8 who had pupils in Year 6) performed close to or above the Trust average in reading, writing and maths.

Reading continues to be a strength in Trust schools, consistently above national averages, and outcomes in maths have risen considerably as a result of a strong focus on improvement in this area.

Writing was the subject which suffered most during periods of school closure/remote learning and all Trust schools are focusing on improving writing so that it is as strong as reading.

It should be noted that some of our schools have very small cohorts; percentages are not such a useful way of reflecting attainment where cohorts are very small.

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Key Stage 1 (Year 2) Subject Assessments (March 2021)

All Trust Schools and Trust Aggregate

(percentages are rounded; green indicates outcomes are close to or above the Good Shepherd Trust average; red indicates outcomes are below Good Shepherd Trust average)

	Reading at Least Expected Standard	Writing at Least Expected Standard	Maths at Least Expected Standard
Ambleside Cohort: 8	63%	50%	75%
Braithwaite Cohort: 8	75%	50%	75%
Dean Cohort: 9	44%	67%	78%
Gilsland Cohort: 2	100%	100%	100%
Kirkland Cohort: 6	67%	67%	83%
Lazonby Cohort: 9	78%	78%	78%
Lorton Cohort: 12	25%	0%	0%
Threlkeld Cohort: 5	0%	0%	40%
Whitfield Cohort: 6	83%	33%	100%
Wreay Cohort: 16	56%	56%	69%
Trust Average Cohort: 81	56%	47%	64%

Taking information from the last assessment point of the academic year 2020-2021 (June 2021), attainment at KS1 shows that Year 2 pupils in the majority of Trust schools were working close to or above Trust averages in reading, writing and maths.

Attainment in all three subjects is significantly lower than in previous years. The effect on Year 2 pupils of school closures and remote learning has been significant in some schools, with writing a particular concern.

Catch-up is already well under way in all our schools, with regular small group and individual intervention sessions delivered by school staff or internet tutors.

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In addition to the narrow range of national measures of attainment, we value children's development and achievements in the broadest sense through the richness of educational experiences our schools offer. The best way of giving context to the work of the Trust is therefore to highlight some of the activities undertaken in our eight schools, so a report from each of them follows:

Ambleside C of E School

In September smiling faces, laughter and friendship filled the school once again and we were soon in the swing of things after a year of closures and disruption. The beautiful rainbow of ribbons along the railings at the front of school were to welcome our families back and to send a cheerful message of support to the whole village.

We continue to teach outside where possible, with Forest School lessons, PE, Science, Maths and all manner of activities taking place. We are lucky to have four playgrounds, a wildlife garden, vegetable plots and a massive field with a small wood that's really starting to grow tall and feel like a forest. We had specialist coaches for cricket, dance, gymnastics and multi-skills (of course socially distanced when necessary), and Y6 took part in 'Cyclewise' training.

Technology has proven very useful in keeping our school connected. We held assemblies and collective worship online. Teachers now have a whole set of new-found technology skills, parents have had to adapt and have been brilliantly supportive to us and their children and the children as might be expected, have transitioned to using more technology much better than us adults!

The Local Governing Body (LGB) members who continued to work for the school during the Covid-19 pandemic. The LGB were still meeting regularly online, including overseeing risk assessments, scrutinising the plans for pupil 'catch-up', asking lots of questions and checking on the wellbeing of pupils and staff. We appreciated this and everything else they do to support.

During building closures and when bubbles were sent home, teachers communicated with children through lesson videos and messages on our secure school platform and we also held weekly live class get-togethers online to support our pupils pastorally. We loaned a number of children iPads, thanks to a kind and generous donation from a past member of staff, who sadly passed away. We also delivered paper-based learning packs to keep up good habits and practice basic skills.

We have still undertaken many fun and inspiring activities including taking all of KS2 camping on the school field. We gave the children different activities to stretch their understanding of themselves, their own strengths and develop character and values. The highlight was sitting round a campfire, toasting marshmallows and sharing thoughts about the day with friends.

We have increased the amount of pastoral activities to help deal with the children's anxieties and worries. We have been most impressed by the response of the children, who have demonstrated the most remarkable qualities in order to support each other through the pandemic, oozing kindness, compassion, empathy and understanding. These qualities give them the resilience and strength needed to cope with the changes and pressures they are faced with. We are so proud of them.

Our school was never closed. We are more than a building, we are a community and we're all in this together. We found great comfort from the many messages of support from across the community. They kept us going and were a real support to all the staff.

Sarah Carrick - Headteacher

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Braithwaite C of E Primary School

As the new school year began in September 2020, we were delighted to welcome all our pupils and staff back to school and, despite the continued Covid precautions, were hoping for a more 'normal' year (wishful thinking!!). There were new routines in classrooms and for lunchtimes with the use of bubbles to reduce mixing, social distancing was in place, as well as collective worship on Zoom as this was the only way we could all join together. Class organisation had to be rethought too as we had planned to have a 3 class structure in the mornings with Y5/6, Y2/3/4 and EYFS/Y1 classes, then two classes (Y3-6 and EYFS/Y1/2) in the afternoons but this meant Y2s mixing bubbles so it was decided to adjust this so that the morning classes would be Y5/6, Y3/4 and EYFS/Y1/2, then joining the Y5/6 with Y3/4 for the afternoons, which seemed to work.

Of course by January, we were back to remote learning for many pupils, with only key worker families and vulnerable pupils on site. In Braithwaite this meant we had between 6 and 12 pupils on site each day with a skeleton staff with teachers and teaching assistants supporting pupils both in school and working at home - a bit of a juggling act but we soon got into the swing of it. We were able to manage remote learning much more effectively, having learnt from the previous experience. We quickly loaned out 6 laptops and were able to provide support for those families who struggled to engage at first so that we were soon confident that all our pupils were engaging, whether on site or off site. Despite this, we were still delighted to have everyone back in March when school fully reopened.

Due to the restrictions, there were many of our usual events and activities that could not take place in 2020-21; we tried to find new ways of doing things (for example, recording the Christmas nativity and Easter services, staff meetings and Local Governing Body meetings held via Zoom). Because of our Forest School provision being on site, our pupils were able to continue to have access to this throughout the year and we were also able to do a sponsored fell walk in November for each bubble as well as a range of outdoor activities in the summer term including day visits to Bassenfell Manor (instead of residential visits), canoeing sessions on Derwentwater, Lazy Tubing, Ghyll Scrambling and a challenging '3 peaks' fell walk starting and finishing at school.

At the end of the year we said, 'Goodbye and Good Luck' to a fantastic bunch of Year 6 pupils and two longstanding staff members, both retiring after more than 20 years at the school: Mrs Etherden, a wonderfully patient teaching assistant, and Mrs Roberts, Head of School. We have been able to appoint Mrs Kate Davis who has moved up to Cumbria from Dorset as our new Head of School from September 2021. We look forward to continuing to work with the Good Shepherd Trust to increase the profile of the school in the community and build up pupil numbers, as well as refine our unique curriculum so that it best meets the needs of our children, reflects our wonderful location and makes use of our rich local environment.

Jo Laker, Executive Headteacher

Dean C of E School

September 2020 was a positive and strong start to a new year. We were glad to have all our pupils and staff back to school and had thought carefully about how to make school as safe as possible with how furniture was arranged and splitting the school into two separate 'bubbles' which ended up being our new procedures for the year. With collective worship on Zoom, we occasionally had to remind the children that we did exist as a 'real person' not just on the screen by popping into classrooms to see them in real life!

The priority was to get the pupils back into school routines as well as finding and filling gaps in their learning. In January, we returned to remote learning, with only key worker families and vulnerable pupils on site. In Dean, this meant we had between 10 and 20 pupils on site each day with a skeleton staff on a rota basis; while the rest of the team supported pupils working at home. Daily 'Zoom' sessions helped both parents and pupils by setting work for the day, making sure children knew what to do and setting expectations for everyone. We loaned out laptops and sorted out food parcels and vouchers for those that needed them. With everyone back in March, the resocialisation and filling of gaps began again! A survey showed that the remote learning this time around had been a much more successful experience for all and the hard work put in by staff was very much appreciated. We were fortunate to have a lot of support and donations, to be able to purchase more technology.

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Some of the usual events and activities could not take place and we found new ways of doing others (eg recording the Christmas nativity and Easter services, staff and Local Governing Body meetings held via Zoom). We were able to run a brilliant Sports week with a range of different activities including Tri-golf, archery and a climbing wall. Each class also took part in a range of outdoor activities including Forest School days, day visits to Bassenfell Manor, canoeing sessions on Derwentwater, Lazy Tubing, ghyll scrambling and a fell walk with Braithwaite C of E School.

A highlight of the year was working with pupils, staff and LGM members on our school vision, which was a lovely celebration of what the school means to its community and resulted in a more explicit vision statement, building on our strap line of "Loving to Learn, Learning to Love":

Dean School is a caring, happy community where, with the help of God, we nurture and support each other to grow as positive, enthusiastic learners who, with confidence, compassion and respect, can spread our wings and help make the world a better place.

An art installation is underway to make this vision visible in our front entrance. We would like to thank all the staff who have worked incredibly hard - and pupils too - to get through the year and move the school forwards, despite staff and pupil absences due to Covid and self isolation as well as the lockdown periods. Well done everyone!

Jo Laker, Executive Headteacher & Andrea Brimelow, Head of School

Kirkland C of E Academy

Kirkland CE Academy joined the Good Shepherd Trust as a sponsored academy on 1st February 2021, changing its name from Lamplugh CE Primary School. Unfortunately, due to COVID-19 restrictions, we were unable to hold a celebration event for our school community to mark this exciting milestone in the school's history, however we did produce a lovely video to share with parents and the wider community. The video comprised an aerial sweep of the school in its beautiful surroundings along with a recording of our children singing a favourite hymn, "One More Step". There were also recorded messages of welcome and hope for the future from key personnel in the Trust as well as senior clergy and our local MP. We hope to hold a face-to-face celebration at some point in the future.

Since joining the Trust, we have welcomed many new children and families, meaning that by the end of the summer term 2021 we had increased our number on roll from 21 to 32. We have been working hard on improving the learning environment, with a brand-new outdoor learning area for our younger children and the transformation of the school's "undercroft" into a bright, clean and comfortable new classroom which will also be available for community use. Further works include new, modern lighting in the other two classrooms and some redecoration to create bright, cheerful learning spaces.

We have redesigned our school logo to reflect the Christian distinctiveness of the school as well as its beautiful surroundings. Our uniform has also been changed to incorporate the logo and our pupils look very smart.

Our school staff worked tirelessly during a difficult year to ensure all pupils received good remote learning when they were unable to attend school due to COVID-19 restrictions. There were also remote worship sessions where children who were in school were able to join with those at home. Following the full reopening of schools in June, we made the most of opportunities to catch up missed learning and also to give the children some valuable enrichment experiences, including a wheelchair basketball day; a cycling day where we welcomed an Olympic cyclist; a nature ramble in our local wildlife reserve and trips to Whinlatter and Muncaster Castle. We also purchased "MOKI" trackers for all children and staff. These trackers motivate the wearer to be as active as possible during the school day and are a big hit with children and staff alike.

In the summer term, our children joined local fundraising celebrity Gary McKee as he completed a challenge to run 100 marathons in 100 days, with a regular route passing Kirkland CE Academy. Gary raised over £80,000 for Macmillan and Hospice at Home West Cumbria, and our families donated generously while their children had the honour of running alongside Gary for a while.

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The new leadership team have worked with staff and the local governing body to address the areas of weakness identified in the school's most recent OFSTED report. This has included improving the security of our building; introducing an engaging and challenging new curriculum and revising our approach to teaching phonics and reading.

We are looking forward to our first full year as part of the Good Shepherd Trust and we feel very hopeful for the future success of our lovely school.

Cleo Cunningham, Executive Headteacher

Lazonby C of E School

At Lazonby C of E school we want to inspire children to be life-long learners as part of our safe, trusting and happy family. Covid had taken its toll on a lot of adults and children and we knew we had to build in opportunities for the children and staff to develop their own resilience and endurance through the use of the outdoors. One way in which this was achieved was through our sessions with the Outward-Bound trust. Each week, for two terms they would come into school, set up camp and work with every class. Not only did the children have fun, they were engaged with the wealth of activities and loved working with each other in solving the problems set each week.

We all belong to a community that encourages, cares and supports others. Opportunities to go out into the community were restricted during lockdown so we challenged our thinking and used technology to bring the community into school. One such way was through a local dance teacher, teaching all of our classes through zoom. She taught different dances including: African dancing and Indian dancing. We still managed to get out into the community and sing; we just wore Santa hats to keep us warm as we were outside!!

During lockdown, in the spring term, we moved back to our learning platforms which in turn helped to support the children and their families through this difficult time. Staff made more resources, continued to read stories, set work and created even more video challenges. Alongside this we had our key worker children in school along with other children that needed further support. This was challenging at times but very rewarding.

This year we had to look at a different way of teaching, including how children performed, such as their Nativity. This, as you can imagine did not take place at our local church, but instead was filmed and shared with our parents online.

There have been lots of active challenges set by staff and the children responded well to these. At Christmas the children walked to the north pole... virtually! We continue to promote walking, cycling and scooting to school. We gave refresher bike ability training for our children this year; you're never too old to learn new skills on a bike!

During this academic year our Adventurers (Year 5 and 6) classroom was refurbished. We are really pleased with the space that has been created. It has opened up the cramped space to be a purposeful learning environment and the children love learning in this space.

We continue to use the Church of England's vision for education, based upon John 10:10 (I have come in order that you might have life - life in all its fullness.) Some might say the end of term wasn't living life in all its fullness. We disagree. The end of our summer didn't go as we had hoped or planned as most of the school was isolating, which meant that our camp and sports days had to be cancelled. However, our children and families were resilient and made the most of opportunities given to them. They flourished.

We look forward to another fabulous year at Lazonby C of E School.

Andrew Davies - Headteacher

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Lorton School

September 2020 saw the full reopening of schools following the most frustrating of academic years - 2019/20. Whilst we were not fully back to normal, it was lovely to see the children and to hear the playground full of the cheerful, happy noises we had so missed. We separated older children from the younger children at lunchtime, however we missed seeing older children take the new starter children under their wings. This is something that 'just happens' at Lorton; we don't need to ask the older children to do this - they 'just do'.

It was a busy, fun filled term back, and although a little different, we enjoyed some but not all of our usual events. The little ones did a Nativity - recorded for parents to watch at home. Rec-Y3 had a magical trip to Loweswater, learnt forest skills and caught several glimpses of Father Christmas darting through the woods. Yrs4-6, had a 'Play in a Day' workshop, all about the Ancient Greeks.

After Christmas there was building tension and anxiety around whether or not schools would reopen in January.....and then, just the day before we due to be back, the announcement was made; we would not be back in school. How everyone came together, will stay with me for a long time. The Good Shepherd team supported each other, the local consortiums did the same, and above all, the staff in school, having learned so much about remote learning during the first lockdown, got straight into action! A couple of laptops donated by Sellafield, one from the DfE, and others in school, meant we were able to loan them to families who did not have access to the technology. Pastoral support was still our biggest priority, but the first lockdown taught us that every individual family's needs were different. We set weekly work for each child, using a colour coded system to help parents prioritise the work, depending on their own circumstances and commitments. We tried to make links for some of the work set for families who had children in two different classes - this worked well too.

We had twice weekly Zooms with each class, individual reading Zooms with the younger children and still managed to fit in weekly calls to parents who just needed that extra little bit of support or reassurance. Our staff were brilliant.

A return to school in March meant working together to prioritise what we knew the children would need most, personal and social development, helping children to re learn the skills to be happy, resilient, and to be a good friend. Our afternoons were full of enrichment activities: Forest School sessions, sporting opportunities, Active Art and planting and cooking sessions. We ran targeted intervention programmes called 'Happy to be Me' and 'Choose to Cope'. Y5/6 managed to squeeze in 2 activity days at Newlands Adventure Centre. Y4-6 children did a production of Lion King, which was filmed for parents.

All in all, it was a pretty good year - only one half day lost due to a suspected case of Covid. Phew!

Olivia Harrison - Headteacher

Threlkeld C of E Primary School

It was fantastic to finally join The Good Shepherd Trust on 1st June 2021. We wish to thank the Trust for all their help and support during the academisation process.

Our first full term in the Trust has been extremely busy. We welcomed twelve pupils into reception in September and five pupils in our nursery group. We also welcomed six new pupils across our Year One, Three, Five and Six cohorts. School numbers are continuing to grow every year. We now have sixty pupils on roll at Threlkeld. Rev. Susi Wood, our new LGB chair, runs a very popular toddler group from St Mary's Church in the village. This group has also helped to increase our number on roll. Our use of social media has also helped to showcase school to the wider community.

In teaching and learning we continue to focus on the wellbeing and mental health of our pupils. Class Two (Years 2, 3 and 4) and Class Three (Years 5 and 6) enjoyed six excellent progressive outdoor sessions with Newlands Adventure Centre. The sessions were focused on team work, cooperation and skill acquisition. Class Three's sessions were predominately based on Derwent Water, with the final session seeing the pupils in individual kayaks navigating across the lake. Class One have continued their weekly Forest School sessions in a local woodland. A number of our new parents have explained that our outdoor focus was one of the reasons for sending their child to Threlkeld.

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We have continued to prioritise the teaching of reading in school. Our aim is to help instil a lifelong love of reading in our pupils. Critically acclaimed and award winning authors Jennifer Killick and Tom Palmer have visited and worked with our Class Three pupils. The sessions focused on both author's new books 'Crater Lake Evolution' and 'After the War'. These author visits, restructuring our curriculum around high quality texts and the introduction of whole class guided reading have helped to significantly improve attainment and progress across school.

Our LGB have welcomed two new governors and a new Chair since joining The Trust. Samantha Edward and Debbie Hutton have brought a lot of business and parental insight.

Nick Turley - Headteacher

North Cluster

The academic year 20/21 began with the three schools of the 'North Cluster' addressing the immediate issues of the Covid 19 pandemic and the return to school. Our aims as a cluster remained the same; to share best practice, resources and mutual school improvement, although now with the added challenge of supporting children, families and staff through a pandemic.

The Executive Head Teacher and the Heads of School continued to work closely with the School Improvement Officer and Cluster Lead, with the three Local Governing Bodies supported by two Link Directors, providing an immediate connection to the Trust Board.

The advantages of the Executive Head Teacher/Head of School model are numerous. These include: managing the multiple roles of Head teachers by releasing them from a teaching responsibility and increasing capacity for leadership and management; providing better continuity of class teaching to pupils; improving opportunities for professional development of staff, particularly in small schools; addressing Headteacher recruitment and retention difficulties; securing better value for money and promoting school sustainability; sharing experience and expertise or supporting another school in difficulty.

The advantages of working in a cluster approach are similarly fulsome: subject leadership is shared amongst more teachers, reducing individual workload; the Heads of School hold strategic priorities across the cluster; there is knowledge sharing between a larger pool of staff that promotes high-quality teaching and learning; a six-strong SLT oversees all aspects and is able to proactively plan for and meet challenges, and an experienced Executive Head Teacher with access to key school improvement elements.

The Executive Head's role is to promote the collaboration and seek to maximise the potential of schools working together and provide the strategic direction, professional leadership and operational management in order to secure a strong foundation within a distinctive Christian ethos from which to achieve high standards in all of the academies aims.

The Head of School leads and manages the school on a day-to-day basis, is the first point of contact, acts as an ambassador to raise the schools profile in the local and wider community and to promote its Christian distinctiveness.

As a cluster there are shared aims, chief among them being the desire to maintain a child-centred approach providing all pupils with the vocabulary, knowledge and rich curriculum experiences that will allow them to flourish; The cluster held joint INSET and staff meetings focusing on teaching and learning, received regular School Improvement Officer visits, and undertook planned CPD to increase teacher curriculum knowledge, teaching strategies, retrieval practice and cognitive load theory.

Experiences during the summer term 2020 had been varied, with the very small schools operating as a single bubble and the larger school with three bubbles. The whole school year from September 2020 to July 2021 operated in this way, with each school experiencing a period of closure due to isolation; Wreay was particularly affected towards the end of the summer term.

The coronavirus pandemic has caused the ways in which we work as a cluster to evolve. However, our core purpose has not changed, as we strive as a group to provide the best education for all pupils, under the auspices of collaboration, trust and support. As part of the wider Trust we felt very well supported by colleagues and the Board, empowered to take decisive action where necessary and determined to find the positives from a very challenging school year.

Rob Blake - Executive Headteacher

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Gilsland C of E School

Gilsland School went into 2020-21 thinking- or rather hoping- that they had seen the end of lockdowns; alas, that wasn't the case! The year started off with staff and children hitting the ground running. They were very excited for the introduction of a new 'Small School Curriculum' at Gilsland, which they had worked with the North Cluster to achieve. The children were assessed immediately, then staff spent time pouring over plans to adjust them, accommodating for gaps, mental well-being and socialisation. The children were so excited to be back and able to see their friends, although with noticeably different concentration levels and resilience, the ongoing impact of the pandemic disruption was clear.

This message really hit home on Friday 4th December, when school had to close to pupils due to positive cases. Staff had to make a rapid adjustment to the planned remote learning with stimulating and engaging lessons and activities via Zoom, in between managing the effects of the illness.

For the national lockdown in January 2021, the children continued with the remote learning plan that meant they saw as much of the children as possible and that they had as much 'face to face' time with staff as they could manage. This was done via live lessons on Zoom, through delivering printed work to households on a weekly basis, and having a book swap set up outside school every week. The support from families in this time was immense, and staff really felt a sense of pride of the community they are part of. Though it was a less than ideal situation, children participated as much as they were able.

From March the priority was very much supporting children to ensure a smooth return to school and resumption of the planned curriculum. We were pleased to see the children being enabled by the ambitious curriculum, and assessments allowed staff to prioritise elements of the learning to ensure no subject was ignored.

During the summer term, the children did a sponsored run and raised £405 for Children's Cancer North. The children worked with a local company called 'Green Croft on the Wall' to record sounds in their local area and use them to make beats and songs. The weather was beautiful and school took advantage of this with exciting outdoor learning sessions, building shelters and cooking outside. The sunshine meant that the children were able to successfully grow sunflowers, green beans, herbs and more. Finally, school were able to hold a socially-distanced sports day, where parents were finally able to cheer and feel part of the school community again.

Hannah Salkeld - Head of School

Whitfield C of E Primary School

We were full of anticipation as we began the new school year in September 2020. Staff were very keen to assess the children to decide which needs were paramount as we planned for the autumn term's learning. Progress was generally as we'd expected and there was a lot of work to do, but in our usual nose to the grindstone way, we rose to the challenge and altered planning to suit the needs of the children.

It was so great to be back in school together and to hear children singing or laughing on the playground.

During Autumn term 2020 we did our best to keep school as normal as possible. We were fortunate to be one bubble, this made it easier for us to enable school routines to be restored but also meant we walked a tightrope of waiting for one of the children or staff to test positive.

Zoom enabled us to keep in close contact with our colleagues in the North Cluster and we have learnt many lessons about communication without the need to travel!

During autumn term we continued meeting with external professions on our projects:

- The Woodland Classroom
- The plant room alterations and new air source heating system
- The daily mile track

All of which had been delayed by the pandemic.

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We employed an architect firm to produce plans for The Woodland Classroom and enjoyed working with them to bring our vision for a beautiful building in the woodland to life. The design for this ended up being just what we wanted but the costings for it were beyond the allocated budget so we are still working out how to make this happen.

In December, with Covid restrictions still in place, we didn't want to let Christmas pass without our annual nativity. We decided to invite parents and grandparents to a 'Drive In Nativity'. The children learnt some Christmas songs and carols as usual and they were given the option to dress as a nativity character. It was a special moment when a tiny angel bent down and picked up baby Jesus from the 'manger' and gave him an impromptu kiss!

Spring term arrived and we found ourselves in lockdown once again. We had 7 key worker children in school and we developed class accounts on Google Classrooms to provide remote learning, meeting each morning as a school on a Zoom call. We then broke into class Zooms for teaching sessions. If anyone needed further support it was provided by one to one Zoom sessions with a member of staff. We had sufficient IT provision to enable us to work remotely as needed.

In summer term we were back in business and we managed to hold our Sports Day with social distancing in place. We also had a restricted summer fete, where guests were ticketed and staggered so the children could at least enjoy running some stalls.

Year Six were able to visit ipots in Hexham and make their leavers mementoes and we had our leavers service in the woodland, which was so lovely we'll probably keep holding it there from now on!

We continued to engage in the Great North Maths Hub and Miss Pearson has developed our maths provision even further. Mr Flanagan worked hard in his NQT year and passed with flying colours and Mrs Ayre has begun the national SENCO qualification, which will finish in March 2022.

We are delighted to report that Whitfield C of E Primary School achieved a 'Good with outstanding feature' for its recent OFSTED (November 2021.) We are particularly pleased with the outstanding for behaviour/ attitudes. 'Pupils respond with a strong work ethic and their behaviour is exemplary' and the comments about the Good Shepherd 'all leaders and staff appreciate the strong support from the Trust' and 'staff say that networking with other schools in the Trust supports them with their workload.'

Katherine Ayre - Head of School

Wreay C of E Primary School

They say that necessity is the mother of invention and if ever a year in school demonstrated this it was the year 2020/21. A year of highs and lows, but a year where, as ever, our unique children and staff at Wreay were put first and rose to the challenges before them. One of the privileges of educating children is to never cease to be amazed by what wonderful and resilient beings they are. The whole school community can be proud of how they rose to the challenges of this year.

At the start of the Autumn term the reopening of school went incredibly well and was a testimony to the time spent on the planning and preparation meaning that the children, parents and staff have returned without any major concerns following such a long time away. They all demonstrated the strength of our community by quickly adapting to being back in the routine of school and the new arrangements in place for Covid.

Staff worked hard on a recovery curriculum based on addressing any gaps in learning and whole school topic work focusing on the geography and history of the village and the surrounding area to ground us all back in the sense of community. Normal events such as Collective Worship and VIP assembly took place remotely and whilst we couldn't be together in person we continued to feel part of a whole by seeing each other remotely.

Whilst school away visits weren't taking place various remote workshops and visits happened eg Y5/6 REACT Science workshop, Imam visit, Anti-bullying week, Road Safety Week, charity events for Children in Need and PTA events. A highlight was taking part in the advent window trail that helped to reinforce the sense of community and the schools important place in the village.

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The return to school in the Spring term brought further challenges as we were once again only open to our key worker and vulnerable children. With Wreay having such a high percentage of children in that category, staff worked hard to support them and also those families learning from home. Live collective worship continued weekly and we endeavored to mark events and opportunities that would usually happen in school remotely eg World Book Day, Y5 Bikeability, safer internet day, Fairtrade Fortnight etc.

When school re-opened in March it was fantastic to have all the children back in school. Once again they settled in well and welcomed the return to socialising and being back in a routine. Over the course of what remained of the Spring term and then into the Summer the school continued to engage in the usual curriculum enhancement which included; a Trust collective worship, NSPCC Number Day, Christian Aid, Week, Mental Health Awareness week, Environmental Awareness week, Tullie House Trips, Y4 Vindolanda trip. At the end of the academic year we were able to hold our Sports Day and managed to have the traditional PTA Summer Fair.

As well as reinforcing the schools feeling of being part of the local community this year also served to demonstrate the importance of being part of the North Cluster and wider Good Shepherd Trust community, with the support and advice being offered by Trust office and school colleagues invaluable in plotting a course through the challenging year.

Jim Bone, Head of School

Going concern

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

The Board of Trustees do not expect the Covid-19 pandemic to have a significant impact on the ability of the Trust to continue as a going concern.

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Key non-financial performance indicators

Progress within the organisation will be measured in a number of ways but primarily through effective terms of reference for the committees and working towards clearly defined objectives with outcomes. Alongside the development of the Church of England's Vision for Education (for all schools not just church schools) the Trust continues a process of reviewing and updating its strategic priorities, which will provide a re-focus on key performance indicators in each area.

In 2020-2021 the delivery of the 3 year Trust Development Plan started. Delivery areas were delegated to each standing committee and the plan was overseen by a Chairs group which met half termly. A full overview of activity within the development plan was reported to the July Board meeting. Year 2 of the Development Plan delivery started with a Trustees workshop in September 2021.

In addition, the success of the Trust will depend upon the performance of individual schools and the regular monitoring of school progress will be crucial. Each school is visited on a termly basis by a Trust School Improvement Consultant and reports submitted to Trust meetings, in particular the assessment of the predicted outcomes for Early Years development, phonics and SATs results at year 2 and 6. Consultants now have clear agendas for schools that ensure full coverage of key performance and activities such as safeguarding.

A system of monitoring meetings is in place and where necessary achievement is being assessed down to individual child level to ensure significant measurable progress is being made to improve exam outcomes.

There will be an expectation for former Church Schools within the Trust that SIAM's outcomes will be at least good. We are expecting that Wreay will have their SIAM inspections in the academic year 2021-2022.

We also expect all our schools to be at least good and aspiring for outstanding within the Ofsted framework. OFSTED inspections were suspended from March 2020, due to legislation introduced as part of the response to the coronavirus pandemic.

As a Trust in the academic year 20/21 we grew with Kirkland C of E Academy joining 1st February 2021 and Threlkeld C of E School on 1st June 2021.

In the 2021-22 academic year the Good Shepherd Trust Board will work together on Year 2 of our Trust Development Plan which consists of six clear priorities:

By the end of July 2022, we will have:

- 1) Further developed our cluster model to include a west cluster and identified key personnel within regions/clusters.
- 2) Converted Ellenborough and Ewanrigg into the Good Shepherd Trust and re-brokered Penny Bridge into the Good Shepherd Trust.
- 3) Held a successful GST conference on 17th June 2022 for Trust and non-Trust schools.
- 4) Updated our School Engagement Protocol to include a clear service level agreement for Trust and non-Trust schools.
- 5) Finalised a revised recharge, which will be introduced from September 2022, through consultation with LGB Chairs and Headteachers.
- 6) Agreed a clear path to financial independence (through a combination of revised recharge, cluster model implementation and cost efficiencies).

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Strategic Report

Financial review

The main source of income into the schools within the Trust is the General Annual Grant (GAG) received from the Education and Skills Funding Agency (£3,077,117) (2020: £2,655,906) which supports the educational aims of the Trust. As you can see from the accounts, this represents 67.8% (2020: 73.0%) of the Trusts total income in the year of £4,541,388 (2020: £3,638,400). More about the activity of the Trust can be found elsewhere within the report.

The income within the "other trading activities" includes a number of elements as follows:

- the wrap around care that the schools offer through the before and after school clubs that they run. These clubs offer parents flexible childcare options and help support the sustainability of pupil numbers.
- a number of fundraising activities are undertaken by the schools through their school shop and other services that they offer.

The income generated from all the activities is then used to support the educational aims of the Trust.

The income and support that each of the schools, and the Trust as a whole, receives through the work of their Parent Teacher Associations/ Friends of Groups and the Local Governing Bodies, is invaluable in the delivery of the organisation's educational aims.

Sponsor grants and converter grants for Whitfield, Dean, Gilsland and Wreay continued to be spent over the 20/21 academic year.

New sponsor grants and converter grants were received for Kirkland and Threlkeld respectively.

Dean C of E School were successful in securing continued financial support from Dean Educational Foundation with a grant of £5,000 towards the school clubs and catering costs.

Dean C of E School, Lorton School and Kirkland C of E Academy received a grant of £5,350 each from Western Excellence in Learning & Leadership (WELL). WELL is a grant scheme set up by Sellafield to support schools in Allerdale and Copeland to help improve teaching, wellbeing and pupil outcomes.

Despite applying for 6 grants across 4 schools no DfE Conditions Improvement Grant Funding for capital works was approved.

We are pleased that all schools within the Trust are developing unrestricted surpluses and have operated better than budget over the year, due to ongoing prudent management and efficient budgeting. This puts them in a better position to manage unforeseen events and changes in pupil numbers, which can have such a big impact on the sustainability of small rural primary schools. The details of this can be found within the reserves policy.

We were also pleased that the outturn for the central Trust was also better than budget and in addition the Diocese of Carlisle gave a grant of £24,600 from the ring fenced allocation to support the operation of the central Trust.

Total expenditure over the year has been £4,319,560 (2020: £3,800,848).

The pension deficit for the Local Government Pension Scheme inherited through the transfer of staff on TUPE from the schools is detailed within note 25. Whilst this has a negative impact on the balance sheet figures with the agreement of the Department for Education to underwrite any liability in the event of the cessation of the Trust, and the pension scheme continuing to operate and have members, the possibility of the liability crystallising is very remote.

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Strategic Report

Impact of the Covid-19 pandemic (from a financial & operational aspect)

20 laptops and 3 iPads were received from the DFE across 7 out of 10 schools.

The Covid 19 pandemic has had many and varied impacts on the Trust and its schools, some of these are detailed in the individual schools reports and all of them will be reflected in different ways in other schools and offices elsewhere in the county and country:

The list is not exhaustive but gives a flavour of some of the impacts, both in the 2020/21 academic year and ongoing.

- Closure, Opening, Closure, Opening
- Remote working
- Remote learning
- Isolation
- Safeguarding support and issues
- Support for vulnerable pupils including free school meals
- Support for staff dealing with constantly changes needs and expectations
- Staff self isolating due to being vulnerable and critically extremely vulnerable, pregnant or supporting their own children as close contacts, meaning additional staff costs
- Keeping up with changes in government policy
- Revising risk assessments, bubbles, lateral flow tests, PCR tests, masks
- Additional cleaning & cleaning materials and increase in cost
- Increased heating costs matched against ventilation & opening windows
- Revising school time tables
- Measuring space & distances and reorganising and clearing rooms and classrooms
- Dealing with expectations, worries, concerns & absences
- Keeping up with paying bills and meeting external expectations despite working from separate and distanced home bases
- Ensuring both pupils and staff have the IT equipment that's needed
- Increased use of technology, learning and support needed to function remotely
- Attendance monitoring by Trust School Improvement Officer
- Loss of income for out of school provision due to closure, but still employing staff (this has partly been mitigated through accessing the Covid Job Retention Scheme.)
- On line a remote governance meetings for all LGB's and Trust directors
- Monthly covid director meeting
- Weekly, fortnightly then monthly Headteacher zoom meetings to discuss COVID policies and planning
- Daily sharing of DFE COVID guidance.
- Attendance at Cumbria County Council Education Planning Group.
- Communication barriers

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Strategic Report

Reserves policy

As a small Multi Academy Trust, comprising for the purposes of this report ten small rural primary schools, the opportunity to develop and invest reserves (unrestricted funds that is freely available to spend on any of the charities purposes) is limited. However as detailed in future plans in order to be sustainable the Trust needs to grow and take on more schools.

In setting a reserves policy the Trustees are mindful of the fact that they need to ensure continued delivery of the charitable aims whilst making sure that they have enough money set aside to deal with unforeseen circumstances and to support the Trust's development.

It is therefore the intention of the Trust in the longer term to achieve a level of reserves that would allow it to:

- Retain three to six months central operating costs
- Develop and explore innovative opportunities for educational excellence and enable sharing across the Trust
- Support employment scenarios that are difficult to manage within individual school budgets such as redundancy scenarios, long term sick issues
- Support emergency building works and development opportunities that are unsuccessful in obtaining ESFA or other external funding but that are considered by the Trustees to be important projects for the sustainability of the school
- Offer targeted support for identified academic performance issues and enable intervention independent of the individual school budgets.

Individual schools will develop reserves within the budget setting to enable them to:

- Effectively manage pupil number fluctuations that impact on class sizes / arrangements that make amalgamating year groups difficult.
- Effectively manage potential staffing changes, including redundancy costs, as a result of the reduction in pupil numbers
- Develop targeted support for identified pupils that do not receive additional funding
- Deliver identified one off projects (that may also take longer than an academic year to develop enough funds for) such as:
 - Refurbishment projects not fundable through other sources to enhance provision at the school
 - Capital Projects that require match funding
 - Identified bespoke delivery that is over and above normal school activity and that enhances the educational provision
 - Fund unforeseen expenditure

Schools should aim to establish restricted reserves equivalent to 10 - 12% of annual income unless they were planning for specific scenarios/projects, in which case the reserve target could be increased.

The generation of free reserves by the schools from other activities, in addition to the restricted reserves, will be encouraged and supported.

The reserves policy will be reviewed annually.

At the year end, the Trust held free reserves for Lazonby C of E School of £47,739, Braithwaite C of E Primary School of £62,590, Ambleside C of E School of £49,911, Lorton School of £52,954, Whitfield C of E Primary School £46,856, Dean C of E School £36,298, Wreay C of E Primary School £2,770, Gilsland C of E Primary School £12,851, Kirkland C of E Academy £10,107, Threlkeld C of E Primary School £10,839 and centrally held a further £51,137.

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Strategic Report

Investment policy

The Good Shepherd Multi Academy Trust was established by The Diocese of Carlisle to run schools in Cumbria. In this context, the purpose of an Investment Policy is to protect, as far as possible, the funds of the Trust held on deposit, against the failure of one or more financial institution and to limit from an ethical point of view where those funds are maintained. The policy does not provide for any facility to make risk-based investments such as gilts (ie stocks and shares).

The Trust aims to manage its cash balances to provide for the day to day working capital requirements of its operations, whilst protecting the real long-term value of any surplus cash balances against inflation. In addition, the Trust aims to invest surplus cash funds to optimise returns, but ensure the investments are such that there is an acceptably low level of risk to the loss of these funds. The principals of these investments will be in line with the current Church of England Investment and Ethical Policy statements which excludes investment in activities that are materially inconsistent with Christian values.

Purpose of the Policy

- To ensure adequate cash balances are maintained in the current accounts to cover day-to-day working capital requirements.
- To ensure there is minimum risk of loss in the capital value of any cash funds invested.
- To optimise returns on invested funds.

Background

The Good Shepherd Multi Academy Trust is a limited company with charitable status. Multi academy trusts are able to make investments and these investments can be a good source of funding, but can expose the Trust to risks.

Any financial investment should be taken to obtain the best financial return with the level of risk considered to be acceptable. The Charity Commission (see Charities and investment matters: a guide for trustees; Published 1 October 2011) advises that trustees have several legal responsibilities when making financial investments.

Trustees must:

- Know and act within their Trust's powers to invest.
- Exercise care and skill when making investment decisions.
- Select investments that are right for the academy. This means taking account of:
 - How suitable any investment is for the Trust.
 - The need to diversify investments.
- Take advice from someone experienced in investment matters unless they have good reason for not doing so.
- Follow certain legal requirements if they are going to use someone to manage investments on their behalf.
- Review investments periodically.
- Explain their Investment Policy in their annual report.

Trustees must be clear about what they aim to achieve through financial investment. They must consider exactly what they want to do, how they intend to do it and what the timescale will be. They must also consider the Trust's long and short-term financial commitments as well as its expected income.

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Strategic Report

Risk

All investments are usually associated with a certain degree of risk. Consequently, trustees must do all they can to manage risk levels.

Trustees must consider the level of risk they are able to accept.

They must be satisfied that the overall level of risk they are taking is appropriate for the Trust.

Prior to any decision to invest, regular monitoring of cashflow and current account balances must be in place to ensure immediate financial commitments can be met; and that the current accounts have adequate balances to meet forthcoming commitments.

The Trust will always be cautious with public money with which we are entrusted. It is the Trustees' aim to invest any money that is not required to cover anticipated expenditure and take steps to manage the risk associated and with financial investments.

Implementation

The Trust currently holds all its operational main deposits as cash balances at the bank. The Trust uses CAF Bank (also known as Charities Aid Foundation Bank). The decision to use this bank was made for a number of reasons. CAF Bank only operates bank accounts for charities and not for profit organisations.

CAF Bank gifts any profits it makes from its operations to Charities Aid Foundation which supports individual charities to make their money work harder for the benefit of the charitable sector as a whole.

CAF do not charge the Trust for having a bank account with them, other than for large numbers of cash or cheque deposits (which is standard across the industry).

The Trust also operates a bank account directly linked with an individual school. This is to enable ease of access to the account and a means of depositing cash in the rural area the school operates in. The decision to maintain an account like this is taken on a school by school basis. Money is not allowed to accrue in these accounts and is regularly transferred into CAF bank.

The Trust will construct such budgets and cash flow forecasts as are required to ensure the viability and sustainability of its activities and to ensure there are adequate liquid funds to meet all payroll related commitments and outstanding supply creditors that are due for payment.

It is anticipated that operational and strategic decisions may result in substantial cash balances at the bank over a sustained period. Where the cash flow identifies a base level of cash funds that will be surplus to medium-term operational requirements these may be invested only in the institutions in Appendix A.

Prior to investing funds, The CEO must be satisfied that the cash flow predictions are accurate and that the amount/time period of the investment will not compromise the viability and sustainability of the activities of the Trust. These projections will be reviewed on a regular basis by the Finance Committee, and recommendations made to increase/decrease the amounts invested if appropriate.

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Strategic Report

The principles which the Board of Directors will adopt are as follows:

- Where practicable the reserve is invested in tranches of up to £75,000.
- Consideration should be given to investing each £75,000 tranche in a different authorised institution (see Appendix A)
- The Trust will only place cash assets in shares, bonds or other such investment schemes with an approved partner as detailed in Appendix A, and with specific Board approval for use of said partner for investing in market-led investments.

Monitoring and evaluation

Periodically the interest rates being achieved will be reviewed and will be compared with other alternative investment opportunities that comply with the parameters of this policy.

Where investments are held in market-led investments, current performance will be reported to each Finance Committee meeting and regularly to the Board.

The Chief Executive Officer (as Accounting Officer) and Trust Finance Officer are responsible for ensuring this policy is adhered to.

A schedule of current investments, including current account balances and cashflow forecasts will be reported at Trust Finance Committee meetings.

Review

The Trust Finance Committee will carry out a review of this policy on a regular basis to ensure that any new or changed legislation is adhered to.

Any change in policy requires the approval of the Trust Board via the Trust Finance Committee.

Appendix A

CAF Bank
HSBC Plc
The Cumberland Building Society
CCLA
National Westminster Bank Plc
Lloyds Bank Plc
Virgin Charity Accounts

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Strategic Report

Principal risks and uncertainties

The Board of Trustees operate a risk register that is reviewed and updated (if necessary) at each Board meeting. The risk register identifies those risks which the Trust is exposed to and details action taken to mitigate those risks.

Below is an overview of the eleven red risks currently identified and the process for managing these risks.

The principal risk to the success of the Trust that has the most financial exposure is the failure to recruit enough schools to the Trust to enable it to become sustainable. With a large number of small rural schools as actual or potential members of the Trust, and with income being proportional to the number of pupils but costs proportional to the number of schools, the point at which the Trust becomes sustainable is difficult to define. To mitigate this risk we need to ensure the success of the Trust and subsequent close monitoring of performance, work with the DfE so a consistent message given to schools, undertake marketing - targeting schools to visit and encourage schools within the Trust to spread the message.

Linked into the "Failure to recruit enough schools" risk above is the new risk "Recharge and income from multiple small schools doesn't cover central operating costs". The Board has therefore implemented a development plan, with each standing committee being given strategic targets. One of the activities undertaken within this is to review the recharge mechanism and the areas of delivery by the central team.

Key staff turnover is another high risk. With all the schools being small, as well as the central staff team, key staff leaving could have a big impact and result in difficult interregna. There is also a recognised difficulty in Cumbria recruiting to leadership posts. The Trust is therefore working on developing a supportive and innovative senior management structure which has succession planning at its core.

With an increasing number of cyber-attacks involving ransomware infections affecting the education sector the Trust added the following risk to the register "Cybercrime incident results in effective cyber-attack; leading to loss of or ransom for release of data". We are currently working with the Trust IT provider to raise awareness with staff, increase protections and mitigate the impact of any attack should it take place.

When Gilsland joined and the Trust inheriting the single academy Trust deficit for all support staff employed by the academy school since conversion. This along with the economic impact on investment income has affected the pension portfolio. The "level of pension liability becomes unaffordable" therefore became a red risk. There is little the Trust can do to directly impact this but monitoring through the triannual audit process is a key part.

Failure to maintain an effective Board, comprising directors of appropriate calibre and skills has also been identified as a key risk. We have managed to recruit two more LGB Chair directors (meaning we now have a full complement of three), but over the course of the year have had two resignations, plus one director who joined and then left 4 months later. This means we need directors with experience in Finance and HR to augment the Board. The Trust and its directors continue therefore to work with the DfE, Academy Ambassadors and other partners to identify potential new directors.

With a part time CEO, comes the risks of "Capacity of part time CEO" and "Length of CEO contract and resources needed". The new Business Development & Communications Committee are working hard developing the message, considering barriers and targeting the recruitment activity of new schools into the Trust.

Changes to academy funding, linked with continued increase in costs and the government policy on education funding in general, including the introduction of the National Funding Formula, all have an impact on our schools and the sustainability of the Trust as a whole. To continue to mitigate the impact as far as practically possible, the Trust and its school actively manage the spend and are continuing to explore opportunities for reducing cost.

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Strategic Report

Disaster recovery- business affected by floods, fire pandemics etc was another risk that became red as a result of the pandemic. Mitigation actions include: develop a Business Continuity Plan linking in with the Diocese as appropriate, respond to pandemic emergencies within government framework, set up working groups to monitor and with responsibility to act swiftly if needed, work with unions, county council frameworks and key contractors providing advice, support Heads to make decisions at an individual level appropriate to need, circumstances and buildings.

Two covid related red risks exist as follows: "Impact of pandemic on the social and economic environment of the schools, pupils & staff" and also "Impact of pandemic on pupil outcomes, the implementation of catch up programmes and risk of more school closures." The Board and its committees are actively engaging in managing these to mitigate the risks as far as practically possible in what is still a very fluid and ever changing environment

The other potential risks that the Trust faces are as follows:

- Not enough good and outstanding schools join to get the right balance
- Logistical difficulties of co-ordination and engagement as schools have a wide spread across the county
- Failure to manage health and safety and GDPR responsibilities
- Increase in costs make financial incentives to convert less favourable
- Trust unable to demonstrate effectiveness in supporting School Improvement (SI)
- Ineffective monitoring & challenge
- Staff wellbeing & stress

These risks are managed through a combination of review, monitoring, engagement, budget review, understanding of the risk and succession planning.

Fundraising

The Good Shepherd Multi Academy Trust does not undertake any formal fundraising activity on behalf of the whole organisation, nor does it undertake any direct marketing.

However the individual schools do sometimes undertake fundraising activity in the form of events (fun run, cake stall etc) as they feel appropriate. All fundraising activity is closely monitored by the Headteachers and Local Governing Bodies in each school and conforms to recognised standards. Should there ever be any issues complaints will be dealt with using the Trust Complaints Policy.

All Trust schools receive money from the linked "Friends Of" groups which is generated through the fundraising efforts of these groups.

The Good Shepherd Multi Academy Trust

Trustees' Report for the Year Ended 31 August 2021

Strategic Report

Plans for future periods

In addition to the continued maintenance and enhancement of the activities of the Trust and its academies as identified elsewhere in this document, the Board has a three year Development Plan in place. The standing committee targets for the 21/22 academic year are therefore as follow:

Under the oversight of the School Improvement Committee, to:

- Become a Centre of Teaching Excellence by delivering the National Professional Qualification of Headship and working with local maths hubs and One Cumbria Teaching School Hub.
- Update our School Improvement offer so that we have a School Engagement Protocol for Trust schools which consists of two visits per year with an option to buy into Trust school improvement services that are bespoke to each individual school a long side a School Engagement Protocol for non -Trust schools to buy into as appropriate.

Under the oversight of the Personnel Committee, to:

- Develop Cluster Model including aligning administration structures to MAT (teaching, learning & leadership) staffing model. Showing opportunity for staff development and succession throughout the MAT.
- Develop Leadership Pathways

Under the oversight of the Business Development and Communications Committee, to:

- Recruit more schools - bring 3 more schools into the Trust family.
- Build Our Brand - increase awareness and recognition of the Trust in accordance with our communications strategy and plan.
- Celebrate our success – plan to run a conference for school leaders in June 2022.
- Sell our services - identify and prepare our offer for any Trust services that can be provided on stand-alone basis.

Under the oversight of the Finance Committee, to:

- Revise the recharge: through consultation with the schools and development of options
- Obtain funding: through avenues such as TCAf, Carlisle Diocese, specified grant sources etc
- Create efficiency & cost savings: through standardisation of central service delivery

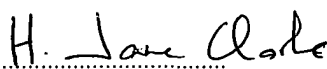
Each of these committees will be responsible for reporting back to the board.


Auditor

Insofar as the Trustees are aware:

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

The trustees' report, incorporating a Strategic Report, was approved by order of the members of the Board of Trustees on 9 December 2021 and signed on its behalf by:


.....
H J Clarke
Trustee


.....
C Render
Chief Executive Officer

The Good Shepherd Multi Academy Trust

Governance Statement

Scope of responsibility

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

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

Claire Render acted as Accounting Officer for the Trust. The Board of Trustees has delegated the day-to-day responsibility to C Render, as Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between The Good Shepherd Multi Academy Trust and the Secretary of State for Education. The Accounting Officer is 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. Whilst the expectation was for the Board of Trustees to meet 6 times during the year, all of which were held virtually. Attendance during the year at meetings of the Board of Trustees was as follows:

Trustee	Meetings attended	Out of a possible
H J Clarke	6	6
P J Freeman	6	6
S Hughes	4	6
W M M Rayner	6	6
The Venerable V Ross	4	6
P A Weedon	1	6
R J A Petty	5	6
M Chater	4	6
C Kearns	3	3
C Kirkpatrick	3	3
A Martin	1	2

The Board of Trustees comprised of 8 people on incorporation. Within the Memorandum and Articles of Association it is detailed that 3 directors will be appointed from the Chairs of Local Governing Bodies of the academies within the Trust. During the 20/21 academic year 2 new LGB chair directors were recruited meaning the Board now has a full complement of three, represented as follows:

- Simon Hughes – Joint Chair Lorton School
- Chris Kearns – Chair Gilsland C of E School
- Claire Kirkpatrick – Chair Dean C of E School

The Trust continues to work directly with its schools and has instigated a link director role, where schools have a named director they can engage with.

As the Trust develops it will take every opportunity to review its activity and to complete an audit, with input from internal Trust staff and directors as well as external advisers experienced in Multi Academy Trust operations, strategy and governance.

The directors contribute to an annual skills audit to identify any gaps or weaknesses in the make up of the Board.

With the changes in directors on the Board over the academic year a number of gaps have been identified. The Board are therefore looking for directors with experience in Finance and HR.

The Good Shepherd Multi Academy Trust

Governance Statement (continued)

Finance Committee

The Finance Committee is a sub-committee of the main Board of Trustees. Its purpose is to assist the Board and senior staff in the performance of their duties and in accordance with agreed delegations to determine, or to advise the Board with regard to:

- effective management of the organisations finances
- review and approval of annual budget and period and financial management accounts
- review of Audited Accounts
- review of internal audit and controls
- risk review and monitoring
- top slice retention and reserves policy
- approval of forward investment plans and capital expenditure
- review of significant contractual issues or authorisations
- compliance with Companies House and Charity Commission legislation
- Audit Committee functions as outlined by the ESFA

As agreed by The Board of Trustees, Ric Jaques, Head of Finance for the Diocese, is also a member of the committee as well as 3 Trust directors.

Attendance at finance committee meetings during the year was as follows:

Trustee	Meetings attended	Out of a possible
The Venerable V Ross	2	3
H J Clarke	3	3
W M M Rayner	3	3
A Martin	1	1
R Jaques (non-trustee)	2	3

Local Governing Bodies

The Local Governing Body within each school operates as a sub committee of the Board of Trustees. The purpose of the Local Governing Body is to play a crucial role in both supporting and challenging, acting as critical friend to the schools senior leadership team. They are a vital component in demonstrating the effective leadership of the school and are a key part of the governance arrangements of the Trust.

The make up of the Local Governing Body and the delegation of responsibility is controlled by the Board of Trustees through a Scheme of Delegation which is reviewed and agreed each year. The Trust promotes the principle of "Supported Autonomy" and the Scheme of Delegation reflects the level of support each academy requires from the Trustees and the Trust as a whole.

Attendance at Local Governing Body meetings and sub group meetings by the members of those groups is monitored by the Trust and the individual schools. Membership of the Local Governing Bodies and attendance at meetings can be found via a link from the Trust website or on the individual school websites.

Review of value for money

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

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

The Trust through the year has improved the use of resources to deliver better value for money. We continue to review suppliers to obtain the best services we can and negotiate better price quotes from companies.

The Good Shepherd Multi Academy Trust

Governance Statement (continued)

Having a director with links to the University of Cumbria enables us to secure advice and good practice at no cost to the Trust.

The Diocese of Carlisle has a number of school effectiveness consultants. By using this resource we have been able to ensure better value for money as we were able to access specialist advice and good practice tailored to the Trust.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Trust for the year ended 31 August 2021 and up to the date of approval of the annual report and financial statements.

A full report on the internal audit work undertaken during the year and next steps to continue the development and implementation of the internal audit/ scrutiny system has been produced.

Capacity to handle risk

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

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

- a comprehensive finance manual giving detailed descriptions of processes and expectations for all staff involved in any elements of the finance management;
- regular and detailed budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees and the LGB's of the individual schools;
- 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;
- 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.

In the 19/20 academic year, because the Trust was unable to recruit an internal scrutineer, the Finance Committee took the decision to appoint the accountancy firm Saint & Co to undertake internal audit testing. With the pandemic continuing through 20/21 the scope of the internal audit function has continued to be limited by restrictions in access to schools and records.

The Good Shepherd Multi Academy Trust

Governance Statement (continued)

The internal reviewer's role includes giving advice on potential improvements to systems and processes and performing a range of checks. An annual report summarising the areas reviewed, key findings, recommendations and conclusions is then produced. For the 20/21 academic year the annual report included information and oversight of the following areas that were tested by the internal auditor:

- Supplier statements
- Month end creditor management process
- Fundraising through grant applications
- Payment of expenses
- Month end debtor management process
- Banking arrangements
- Charging VAT
- Purchasing cards
- Capital expenditure
- Payment of invoices
- Direct debits
- Gift Aid

In addition to the formal testing the annual report included an overview of activity by the SLT and the standing committees in the management of other areas of risk that could be included in an internal scrutiny process, but by virtue of the size of the Trust are not currently part of its formal process. These are identified within the EFSA guidance as areas to be considered and include safeguarding and whistleblowing, efficiency activity, data and IT issues, governance structures etc.

On an annual basis, the auditor reports to the Board of Trustees on the operation of the systems of control and on the discharge of the Board of Trustee's financial responsibilities.

There were no material control or other issues reported by the Board of Trustees to date.

Review of effectiveness


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

- the work of the peer reviewer;
- the work of the external auditor;
- the work of the internal auditor;
- the financial management and governance self assessment process;
- the School Management Resource Advisor Report recommendations;
- the work of the executive managers within the Trust who have responsibility for the development and maintenance of the internal control framework.

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

Approved by order of the members of the Board of Trustees on 9 December 2021 and signed on its behalf by:


.....
H J Clarke
Trustee


.....
C Render
Chief Executive Officer

The Good Shepherd Multi Academy Trust

Statement of Regularity, Propriety and Compliance

As accounting officer of The Good Shepherd Multi Academy Trust I have considered my responsibility to notify the Board of Trustees and the Education and Skills Funding Agency of material irregularity, impropriety and non-compliance with ESFA terms and conditions of funding, under the funding agreement in place between the Trust and the Secretary of State. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook.

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

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.



C Render
Accounting Officer

9 December 2021

The Good Shepherd Multi Academy Trust

Statement of Trustees' Responsibilities

The Trustees (who act as the governors of The Good Shepherd Multi Academy Trust and 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 Annual Accounts Direction published by the Education and Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in 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 [FRS 102] have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

The Trustees are responsible for ensuring that in its conduct and operation the charitable company applies financial and other controls, which conform with the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from the 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 on 9 December 2021 and signed on its behalf by:



C Render
Chief Executive Officer

The Good Shepherd Multi Academy Trust

Independent Auditor's Report on the Financial Statements to the Members of The Good Shepherd Multi Academy Trust

Opinion

We have audited the financial statements of The Good Shepherd Multi Academy Trust (the 'Trust') for the year ended 31 August 2021, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

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

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Trust's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were 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 (covers the Reference and Administrative Details, the Trustees' Report and Strategic Report and the Governance Statement)

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

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

We have nothing to report in this regard.

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

Matters on which we are required to report by exception

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

The Good Shepherd Multi Academy Trust

Independent Auditor's Report on the Financial Statements to the Members of The Good Shepherd Multi Academy Trust (continued)

We have nothing to report in respect of the following matters where 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 Statement of Trustees' Responsibilities (set out on page 39), the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Trust or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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 the industry and sector, control environment and business performance including the design of the Trust's remuneration policies and key drivers for the senior management teams' remuneration;
- results of our enquiries of management about their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the Trust'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 non-compliance with laws and regulations;
- the matters discussed among the audit engagement team and involving relevant internal specialists, including tax and pensions 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 and identified the greatest potential for fraud to be in relation to management override which, in common with all audits under ISAs (UK), we are required to perform specific procedures to respond to this risk.

We also obtained an understanding of the legal and regulatory framework that the company 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 UK Companies Act, Charities SORP, ESFA Accounts Direction, pensions legislation and tax legislation.

The Good Shepherd Multi Academy Trust

Independent Auditor's Report on the Financial Statements to the Members of The Good Shepherd Multi Academy Trust (continued)

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 the Trust's ability to operate or to avoid a material penalty. The key laws and regulations we considered in this context related to the Health and Safety Act, Employment Law and the Driver and the Education Act.

As a result of performing the above, in response to the risks identified, we did not identify any key audit matters related to the potential risk of fraud or non-compliance with laws and regulations.

In addition to the above, 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;
- enquiring of management concerning actual and potential litigation and claims;
- 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, reviewing correspondence with HMRC; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

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.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Martin S Ward (Senior Statutory Auditor)
For and on behalf of Dodd & Co Limited, Statutory Auditor

FIFTEEN Rosehill
Montgomery Way
Rosehill Estate
CARLISLE
CA1 2RW

9 December 2021

The Good Shepherd Multi Academy Trust

Independent Reporting Accountant's Assurance Report on Regularity to The Good Shepherd Multi Academy Trust and the Education and Skills Funding Agency

In accordance with the terms of our engagement letter dated 9 April 2019 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 Good Shepherd Multi Academy Trust during the period 1 September 2020 to 31 August 2021 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

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

Respective responsibilities of the Governing Body's accounting officer and the reporting accountant

The Accounting Officer is responsible, under the requirements of the Board of Trustees's funding agreement with the Secretary of State for Education dated 29 January 2015 and the Academies Financial Handbook extant from 1 September 2019, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 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 from 1 September 2020 to 31 August 2021 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Approach

We conducted our engagement in accordance with the Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

The work undertaken to draw our conclusion includes:

- enquiries of the accounting officer and reviewing the statement on regularity, propriety and compliance provided by the accounting officer
- investigating whether any special payments to staff have been made, including compromise agreements and severance pay
- reviewing transactions with related parties and ensuring the requirements of Part 3 'Delegated authorities' of the Handbook have been followed
- reviewing minutes of meetings to ensure sound governance is applied
- evaluation of the internal control procedures in place, including systems of delegation and authorisation
- evaluating systems of procurement and ensuring they adhere to the limits set by the academy and the ESFA.

The Good Shepherd Multi Academy Trust

Independent Reporting Accountant's Assurance Report on Regularity to The Good Shepherd Multi Academy Trust and the Education and Skills Funding Agency

Conclusion

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



Martin S Ward

For and on behalf of Dodd & Co Limited, Chartered Accountants

FIFTEEN Rosehill
Montgomery Way
Rosehill Estate
CARLISLE
CA1 2RW

9 December 2021

The Good Shepherd Multi Academy Trust

Statement of Financial Activities for the Year Ended 31 August 2021 (including Income and Expenditure Account)

	Note	Unrestricted Funds £	Restricted General Funds £	Restricted Fixed Asset Funds £	2020/21 Total £
Income and endowments from:					
Donations and capital grants	2	79,920	6,063	110,140	196,123
Transfers on conversion		-	95,225	14,567	109,792
<i>Charitable activities:</i>					
Funding for the Trust's educational operations	3	-	4,088,055	-	4,088,055
Other trading activities	4	147,319	-	-	147,319
Investments	5	99	-	-	99
Total		227,338	4,189,343	124,707	4,541,388
Expenditure on:					
<i>Charitable activities:</i>					
Trust's educational operations	7	167,946	3,950,687	200,927	4,319,560
Net income/(expenditure)		59,392	238,656	(76,220)	221,828
Transfers between funds		116,832	(151,270)	34,438	-
Other recognised gains and losses					
Actuarial gains/(losses) on defined benefit pension schemes	25	-	(189,000)	-	(189,000)
Net movement in funds/(deficit)		176,224	(101,614)	(41,782)	32,828
Reconciliation of funds					
Total funds/(deficit) brought forward at 1 September 2020		207,828	(905,310)	755,156	57,674
Total funds/(deficit) carried forward at 31 August 2021		384,052	(1,006,924)	713,374	90,502

The Good Shepherd Multi Academy Trust

Statement of Financial Activities for the Year Ended 31 August 2020 (including Income and Expenditure Account)

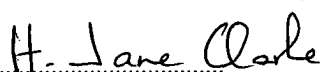
	Note	Unrestricted Funds £	Restricted General Funds £	Restricted Fixed Asset Funds £	2019/20 Total £
Income and endowments from:					
Donations and capital grants	2	52,543	37,710	135,282	225,535
Transfers on conversion		10,774	(139,994)	36,610	(92,610)
<i>Charitable activities:</i>					
Funding for the Trust's educational operations	3	-	3,350,435	-	3,350,435
Other trading activities	4	154,212	-	-	154,212
Investments	5	828	-	-	828
Total		218,357	3,248,151	171,892	3,638,400
Expenditure on:					
<i>Charitable activities:</i>					
Trust's educational operations	7	213,111	3,367,814	219,923	3,800,848
Net income/(expenditure)		5,246	(119,663)	(48,031)	(162,448)
Transfers between funds		(29,895)	(14,164)	44,059	-
Other recognised gains and losses					
Actuarial gains/(losses) on defined benefit pension schemes	25	-	(203,000)	-	(203,000)
Net movement in deficit		(24,649)	(336,827)	(3,972)	(365,448)
Reconciliation of funds					
Total funds/(deficit) brought forward at 1 September 2019		232,477	(568,483)	759,128	423,122
Total funds/(deficit) carried forward at 31 August 2020		207,828	(905,310)	755,156	57,674

The Good Shepherd Multi Academy Trust

(Registration number: 09341374)
Balance Sheet as at 31 August 2021

	Note	31 August 2021 £	31 August 2020 £
Fixed assets			
Tangible assets	13	631,726	694,899
Current assets			
Debtors	14	390,735	220,133
Cash at bank and in hand		<u>1,250,154</u>	<u>942,093</u>
		1,640,889	1,162,226
Creditors: Amounts falling due within one year	15	<u>(449,113)</u>	<u>(399,451)</u>
Net current assets		<u>1,191,776</u>	<u>762,775</u>
Total assets less current liabilities		<u>1,823,502</u>	<u>1,457,674</u>
Net assets excluding pension liability		1,823,502	1,457,674
Pension scheme liability	25	<u>(1,733,000)</u>	<u>(1,400,000)</u>
Net assets including pension liability		<u><u>90,502</u></u>	<u><u>57,674</u></u>
Funds of the Academy:			
Restricted funds			
Restricted general fund		(1,006,924)	(905,310)
Restricted fixed asset fund		<u>713,374</u>	<u>755,156</u>
		(293,550)	(150,154)
Unrestricted funds			
Unrestricted general fund		<u>384,052</u>	<u>207,828</u>
Total funds		<u><u>90,502</u></u>	<u><u>57,674</u></u>

The financial statements on pages 45 to 74 were approved by the Trustees, and authorised for issue on 9 December 2021 and signed on their behalf by:


H J Clarke
Trustee


C Render
Chief Executive Officer

The Good Shepherd Multi Academy Trust

Statement of Cash Flows for the year ended 31 August 2021

	Note	31 August 2021 £	31 August 2020 £
Net cash inflow from operating activities	19	224,370	55,522
Cash transferred on conversion into the Trust		23,803	51,510
Returns on investments and servicing of finance	20	99	828
Capital expenditure and financial investment	21	<u>59,789</u>	<u>60,626</u>
Increase in cash in the year		308,061	168,486
Cash and cash equivalents at 1 September		<u>942,093</u>	<u>773,607</u>
Cash and cash equivalents at 31 August	22	<u><u>1,250,154</u></u>	<u><u>942,093</u></u>

The Good Shepherd Multi Academy Trust

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), judgements and key sources of estimation uncertainty, is set out below.

Basis of preparation

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

Conversion to an academy

The conversion from a state maintained school to an academy trust involved the transfer of identifiable assets and liabilities and the operation of the school for £Nil consideration. The substance of the transfer is that of a gift and it has been accounted for on that basis as set out below.

The assets and liabilities transferred on conversion from to an academy trust have been valued at their fair value. The fair value has been derived based on that of equivalent items. The amounts have been recognised under the appropriate balance sheet categories, with a corresponding amount recognised in [(for net gain) Donations - transfer from local authority on conversion/ (for net loss) Charitable activities - transfer from local authority on conversion] in the Statement of Financial Activities and analysed under unrestricted funds, restricted general funds and restricted fixed asset funds. Further details of the transaction are set out in the notes.

Going concern

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

Income

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

Grants

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

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

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

Sponsorship income

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

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

1 Accounting policies (continued)

Donations

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

Other income

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

Donated goods, facilities and services

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

Transfer on conversion

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

Donated fixed assets

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

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is 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.

All resources expended are inclusive of irrecoverable VAT.

Expenditure on raising funds

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

Charitable activities

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

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

1 Accounting policies (continued)

Tangible fixed assets

Assets costing £2,000 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. 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 such assets is charged to the restricted fixed asset fund in the Statement of Financial Activities so as to reduce the fund over the useful economic life of the related asset on a basis consistent with the Trust's depreciation policy.

Depreciation is provided on all tangible fixed assets other than freehold land, at rates calculated to write off the cost of each asset over its expected useful lives, per the table below.

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use.

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.

Asset class	Depreciation method and rate
Land	Not depreciated
Buildings	50 years straight line basis / over the term of the lease
Fixtures and fittings	3 or 5 years straight line basis
ICT equipment	3 years straight line basis
Furniture and equipment	3 years straight line basis
Vehicles	3 years straight line basis

Excluding Lorton School and Whitfield C of E Primary School, the school buildings used by the academies within the Trust are not owned by the Trust. No formal lease is in place, and no rent is due as part of an agreement with the custodian trustees. As such, no buildings are required to be capitalised in accordance with the Academies Accounts Direction 2020/21.

- Ambleside C of E Primary School uses school playing fields and playground held by the Kelsick's Educational Foundation with a 25 year lease in place.
- Braithwaite C of E School also uses a school field held under 125 year lease with Cumbria County Council.
- Kirkland C of E Academy uses a school playing field held under a 10 year lease for £nil consideration with a local farmer.
- Lorton School uses a building held under 125 year lease with Cumbria County Council. In accordance with the Academies Accounts Direction 2020/21 this building has been capitalised and depreciated over the term of the lease.
- Threlkeld C of E Primary School uses a playing field and car park held under a 125 year lease with Threlkeld Parish Council.
- Whitfield C of E Primary School uses a building held under 20 year lease with The Whitfield Estate Trust.

As no lease is in place for the other school buildings, the arrangement should be disclosed as a short term lease with a market value rent. The Trustees believe this to be £nil due to the restrictions on the buildings use, therefore no rent has been disclosed in the accounts.

Liabilities

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

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

1 Accounting policies (continued)

Provisions

Provisions are recognised when the Trust has an obligation at the reporting date as a result of a past event which it is probable will result in the transfer of economic benefits and the obligation can be estimated reliably.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

Leased assets

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

Taxation

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

Pension benefits

Retirement benefits to employees of the Trust are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes and the assets are held separately from those of the trust.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 25 the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

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

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

Fund accounting

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

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

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

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

1 Accounting policies (continued)

Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions

The Trust makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. 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 (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 25, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 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.

Financial Instruments

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

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 14. Prepayments are not financial instruments.

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

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in notes 15. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

Adjustment to comparatives

Staff Absence Insurance Income was previously offset against wages costs in the Statement of Financial Activities. To correct presentation and agree with the Annual Accounts Return, the comparative income of £15,011 was removed from salary costs in Expenditure and included within Funding for the Trust's Educational Operations in Income. See note 3 of the accounts.

There was no impact to the previously reported deficit or closing reserves from last year.

2 Donations and capital grants

	Unrestricted funds £	Restricted funds £	Restricted fixed asset funds £	2020/21 Total £	2019/20 Total £
Educational trips and visits	-	6,063	-	6,063	27,710
Capital grants	-	-	93,140	93,140	135,282
Other donations	79,920	-	17,000	96,920	62,543
	<u>79,920</u>	<u>6,063</u>	<u>110,140</u>	<u>196,123</u>	<u>225,535</u>

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

3 Funding for Trust's educational operations

	Restricted funds £	2020/21 Total £	2019/20 Total £
DfE/ESFA revenue grants			
GAG School Budget Share	3,004,737	3,004,737	2,598,419
GAG Pupil Premium	72,380	72,380	57,487
ESFA Infant Meal Funding	94,603	94,603	78,164
ESFA PE Grants	132,553	132,553	123,213
ESFA Rates Relief	13,198	13,198	12,357
ESFA Start-up Grant	50,000	50,000	-
ESFA Conversion Grants	135,000	135,000	27,175
ESFA Teachers Pay Grants	40,617	40,617	37,284
ESFA Teachers Pension Grants	123,232	123,232	110,284
	<u>3,666,320</u>	<u>3,666,320</u>	<u>3,044,383</u>
Other government grants			
LEA Early Years Funding	132,259	132,259	106,101
TCA Grant	-	-	20,190
LEA SEN Funding	88,353	88,353	66,961
SLDC IT grant	-	-	1,000
Rural Learning Alliance	26,050	26,050	-
	<u>246,662</u>	<u>246,662</u>	<u>194,252</u>
Non-government grants and other income			
Western Excellence in Learning and Leadership	21,400	21,400	-
Kelsick Trust	88,100	88,100	78,600
Other Grants	940	940	500
Staff Absence Insurance Income	13,414	13,414	15,011
	<u>123,854</u>	<u>123,854</u>	<u>94,111</u>
Covid-19 additional funding (DfE/ESFA)			
Covid Catch Up Premium	40,140	40,140	-
Covid-19 additional funding (non-DfE/ESFA)			
Coronavirus Job Retention Scheme Grant	11,079	11,079	17,689
Total grants	<u>4,088,055</u>	<u>4,088,055</u>	<u>3,350,435</u>

The catch up premium received by all Trust schools has been fully spent in the year and was used to support the educational recovery of their pupils in a way that suited the circumstances of the school and in line with the curriculum expectations.

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

4 Other trading activities

	Unrestricted funds £	Total 2021 £	Total 2020 £
Catering income	73,448	73,448	67,484
School shop sales	8,460	8,460	6,494
School club income	23,045	23,045	27,949
Music services	300	300	380
Other sales	42,066	42,066	51,905
	<u>147,319</u>	<u>147,319</u>	<u>154,212</u>

5 Investment income

	Unrestricted funds £	2020/21 Total £	2019/20 Total £
Short term deposits	99	99	828

6 Expenditure

	Non Pay Expenditure			2020/21 Total £	2019/20 Total £
	Staff costs £	Premises £	Other costs £		
Academy's educational operations					
Direct costs	2,615,033	-	317,144	2,932,177	2,489,872
Allocated support costs	<u>601,726</u>	<u>415,048</u>	<u>370,609</u>	<u>1,387,383</u>	<u>1,310,976</u>
	<u>3,216,759</u>	<u>415,048</u>	<u>687,753</u>	<u>4,319,560</u>	<u>3,800,848</u>

Net income/(expenditure) for the year includes:

	2020/21 £	2019/20 £
Operating lease rentals	3,733	6,919
Depreciation	96,524	91,072
Fees payable to auditor - audit	6,850	6,500
- other audit services	<u>4,500</u>	<u>2,500</u>

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

7 Trust's educational operations

	Unrestricted funds £	Restricted funds £	Restricted fixed asset funds £	Total 2021 £	Total 2020 £
Direct costs					
Teaching and educational support staff costs	6,616	2,608,417	-	2,615,033	2,242,213
Educational supplies	4,767	198,081	-	202,848	143,492
Staff development	-	32,886	-	32,886	17,683
Educational consultancy	-	29,231	-	29,231	50,327
IT costs	-	23,017	-	23,017	14,499
Other direct costs	-	29,162	-	29,162	21,658
	<u>11,383</u>	<u>2,920,794</u>	<u>-</u>	<u>2,932,177</u>	<u>2,489,872</u>
Allocated support costs					
Support staff costs	131,722	350,004	-	481,726	470,355
Defined benefit pension scheme service cost adjustment	-	120,000	-	120,000	122,000
Depreciation	-	-	96,524	96,524	91,072
Maintenance of premises and equipment	2,202	70,947	104,019	177,168	190,952
Cleaning	-	95,976	-	95,976	75,503
Rent, rates and utilities	-	128,553	-	128,553	100,643
Insurance	-	10,380	-	10,380	11,619
IT and website costs	-	35,427	384	35,811	34,171
Recruitment and support	-	4,412	-	4,412	1,692
Security and transport	1,022	18,768	-	19,790	36,646
Catering	21,617	96,334	-	117,951	107,088
Bank interest and charges	-	147	-	147	178
Interest on defined benefit pension scheme	-	24,000	-	24,000	17,000
Legal costs - other	-	2,050	-	2,050	1,440
Legal costs - conversion	-	27,234	-	27,234	16,981
Professional fees	-	18,919	-	18,919	10,182
Printing, postage and stationery	-	14,524	-	14,524	10,881
Subscriptions	-	1,016	-	1,016	921
Governance costs	-	11,202	-	11,202	11,652
	<u>156,563</u>	<u>1,029,893</u>	<u>200,927</u>	<u>1,387,383</u>	<u>1,310,976</u>
	<u>167,946</u>	<u>3,950,687</u>	<u>200,927</u>	<u>4,319,560</u>	<u>3,800,848</u>

Included within governance costs are any costs (excluding legal costs which are shown separately) associated with the strategic as opposed to day-to-day management of the charity's activities. These costs include the cost of charity employees involved in meetings with trustees, the cost of any administrative support provided to the trustees, and costs relating to constitutional and statutory requirements including audit and preparation of statutory accounts.

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

8 Conversion to an academy trust

On 1 February 2021 Kirkland C of E Academy (previously known as Lamplugh C of E School) converted as a fully sponsored academy into the Trust under the Academies Act 2010 and all the operations assets and liabilities were transferred from Local Authority for £Nil consideration. There was a transfer of £25,651 at the date of conversion. This was made up of unspent £7,538 PE grants, £2,908 Teachers Pay and Pension grants, £4,307 SEN grants, £9,423 Devolved Formula Capital grants and £1,475 ESFA GAG and other annual grants.

On 1st June 2021 Threlkeld C of E School converted into the Trust under the Academies Act 2010 and all the operations assets and liabilities were transferred from Local Authority for £Nil consideration. There was a transfer of £91,043 at the date of conversion. This was made up of unspent £9,647 PE grants, £6,497 SEN grants, £9,711 Devolved Formula Capital grants and £64,886 ESFA GAG and other annual grants. Cash for these amounts was not received until after the year end so amounts relating to this period have been accrued. Of the accrued income amounts, £6,902 was deferred as the funding this related to was for the 2021/22 school year. Further details can be found in note 15.

The transfers have been accounted for as a combination that is in substance a gift. The assets and liabilities transferred were valued at their fair value and recognised in the balance sheet under the appropriate headings with a corresponding net amount recognised as net incoming resources in the Statement of Financial Activities as Donations - transfer from local authority on conversion.

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

9 Staff

	2021 £	2020 £
Staff costs during the year were:		
Wages and salaries	2,334,259	2,034,000
Social security costs	169,421	163,510
Pension costs	525,217	453,887
Supply teacher costs	67,862	61,171
Operating costs of defined benefit pension schemes	120,000	122,000
	<u>3,216,759</u>	<u>2,834,568</u>

Higher paid staff

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

	2021 No	2020 No
£60,001 - £70,000	5	5
£70,001 - £80,000	<u>1</u>	<u>1</u>

Staff numbers

The average number of persons (including senior management team) employed by the Trust during the year was as follows:

	2020/21 No	2019/20 No
Teachers	42	36
Administration and support	62	59
Management	<u>7</u>	<u>7</u>
	<u>111</u>	<u>102</u>

Key management personnel

The key management personnel of the Trust comprise the Trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the Trust was £554,690 (2020 - £516,242).

This has increased because of more schools and the CEO now being fully employed by the Trust.

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

10 Central services

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

Providing a framework for improvement by:

- Support/ engagement with School Improvement Consultants through at least termly contact providing focused reports and advice. Monitoring and sharing school outcomes to ensure schools receive appropriate challenge and support. Common monitoring systems and processes across academies in the Trust.
- Additional support for sponsored and supported schools
- Support and advice from a dedicated central team of staff and access to identified consultants.
- Co-ordination & facilitation of heads meetings - arranged to share concerns and information throughout the pandemic, offer mutual advice and support, foster common approaches share ideas and good practice.
- Policy Management - developing Trust wide policies and templates that are fit for purpose within the Trust setting and removing the need for policy review and adoption at LGB level. The policies schools need to adopt/ develop are clearly identified as are website requirements.
- Regular Trust briefings - on new policies, new areas to be considered/ worked on
- Named link director for each school who will develop knowledge of the school for input into the Board and central Trust development
- Annual health check and review of Scheme of Delegation with LGB to ensure the Trust and the school are working effectively together and improving/ learning as the Trust develops and grows
- Support during and after Ofsted and SIAMS inspections
- Attendance at LGB meetings when requested. Providing reports, standard agendas and training for LGBs and reviewing and advising on LGB responsibilities
- Template website structure available to support website management and compliance
- Targeted LGB member training including understanding data, bringing challenge, understanding how monitoring visits should be conducted, pre-Ofsted plus others in an ongoing rolling programme
- Supporting schools to work together, staff to share good practise and pupils to be part of a bigger organisation
- Access to national MAT networks through the National Society and strong links with local teaching school alliances
- Providing a recognised voice for our schools in CASL and with the Local Authority.
- Future developments of cluster model/regional hubs approach to maximise local skills in local schools providing staff development opportunities
- Joint staff development opportunities - facilitated/ identified through head teachers meetings/ staff conference
- Promoting achievement through effective communication and newsletters
- Trust membership of NGA (National Governance Association) providing information, advice and guidance to Local Governing Bodies and school leaders

Providing support for organisational effectiveness by:

- HR and payroll - centrally delivered and supported by Strictly Education a specialist in education employment plus central Trust staff member to ensure organisational compliance, consistency of approach within the values of the Trust, undertake pension returns, supporting schools with HR issues and decisions
- Monitoring and Challenge - of educational delivery and financial management
- Finance Management including annual external audit and twice yearly DFE returns, regular budget reviews, transparent authorisation/ procurement process, all school monies within one finance system including school fund activity
- Savings through on-going identification and procurement of services, through benchmarking and knowledge across school budgets and school contracts, working towards financial resilience
- Simplifying administration and enabling staff to meet key deadlines/ external and internal reporting requirements through a reminder system
- Union Facilitation Fee. The Trust as an employer has termly meetings with union reps to discuss policy development and ensure on-going local representation for any issues in Trust schools and ensure consistent employment arrangements for staff and help ensure good staff relations.
- Legal and financial compliance with charity and company law as well as DFE requirements
- Encouraging school sustainability through management of reserves appropriate to individual circumstances

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

10 Central services (continued)

On becoming part of the Trust each school agrees to a financial contribution for delivery of central services. The recharge contribution is based on a minimum of 5% of the central government income excluding pupil premium and capital grants. (This may be increased depending on the agreed Scheme of Delegation with each school). This means that the Trust income from the schools will be directly linked to the number of pupils the schools have and will fluctuate as pupil numbers fluctuate.

The underlying principle that the Trust will operate is one of efficient and effective service delivery striving for economies of scale wherever possible.

The actual amounts charged during the year were as follows (Kirkland C of E Academy and Threlkeld C of E School represents a part year recharge):

	2020/21 £
Lazonby C of E School	25,073
Braithwaite C of E Primary School	17,798
Ambleside C of E School	27,831
Lorton School	19,517
Whitfield C of E Primary School	17,594
Dean C of E Primary School	33,108
Wreay C of E Primary School	32,541
Gilsland C of E Primary School	16,072
Kirkland C of E Academy	9,649
Threlkeld C of E Primary School	4,782
	<u>203,965</u>

11 Related party transactions - trustees' remuneration and expenses

The Trustees did not receive any remuneration or payments, other than expenses, from the Trust in respect of their role as Trustees.

During the year ended 31 August 2021, travel and subsistence expenses totalling £Nil (2020 - £672) were reimbursed or paid directly to 0 trustees (2020 - 3) as no face-to-face meetings took place.

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

12 Trustees' and officers'

In accordance with normal commercial practice the Trust protects Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on Trust business. The Trust therefore contributes into the Department for Education's Risk Protection Arrangement (RPA) which is a voluntary arrangement for academies. It is an alternative to insurance and covers among other things employers liability, public liability, buildings and contents as well as Trustees and officers. It operates as a risk pooling scheme through which the costs of risk that materialise will be covered by government funds. The total cost of the RPA cover for the period ended 31 August 2021 is £10,362 and is included in the total insurance cost.

The cover for Trustees and officers is for up to £5,000,000 on any one claim.

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

13 Tangible fixed assets

	Long Leasehold land and buildings £	Furniture and Fixtures £	Motor vehicles £	Plant and Equipment £	Total £
Cost					
At 1 September 2020	557,094	225,424	23,565	110,439	916,522
Additions	-	(8,441)	-	41,792	33,351
At 31 August 2021	557,094	216,983	23,565	152,231	949,873
Depreciation					
At 1 September 2020	8,913	142,535	13,092	57,083	221,623
Charge for the year	2,971	47,333	7,855	38,365	96,524
At 31 August 2021	11,884	189,868	20,947	95,448	318,147
Net book value					
At 31 August 2021	545,210	27,115	2,618	56,783	631,726
At 31 August 2020	548,181	82,889	10,473	53,356	694,899

14 Debtors

	2021 £	2020 £
Trade debtors	58,474	12,250
VAT recoverable	74,352	23,341
Prepayments	257,909	184,542
	390,735	220,133

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

15 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	164,546	90,272
Other taxation and social security	55,978	45,293
Accruals	141,960	181,281
Deferred income	86,629	82,605
	<u>449,113</u>	<u>399,451</u>

	2021 £	2020 £
Deferred income at 1 September 2020	82,605	54,824
Resources deferred in the period	86,629	82,605
Amounts released from previous periods	<u>(82,605)</u>	<u>(54,824)</u>
Deferred income at 31 August 2021	<u>86,629</u>	<u>82,605</u>

At the balance sheet date the Trust was holding grants received in advance for 2021/22 for:

Lorton School: £6,095 Universal Infant Free School Meals Funding and £673 Pupil Premium.

Lazonby C of E School: £8,300 Universal Infant Free School Meals Funding and £2,431 Pupil Premium.

Braithwaite C of E Primary School: £3,502 Universal Infant Free School Meals Funding, £1,595 Pupil Premium and £750 DfE hire apprentice payment.

Ambleside C of E School: £8,818 Universal Infant Free School Meals Funding, £3,190 Pupil Premium and £308 Early Years Funding overpayment.

Whitfield C of E Primary School: £2,853 Universal Infant Free School Meals Funding and £673 Pupil Premium.

Dean C of E Primary School: £8,300 Universal Infant Free School Meals Funding, £1,345 Pupil Premium and £1,000 DfE hire apprentice payment.

Wreay C of E Primary School: £9,078 Universal Infant Free School Meals Funding, £6,208 Pupil Premium and £4,406 School Trip deposits held.

Gilsland C of E Primary School: £2,853 Universal Infant Free School Meals Funding and £673 Pupil Premium.

Kirland C of E Academy: £2,853 Universal Infant Free School Meals Funding, £923 Pupil Premium and £1,400 Teaching School Alliance.

Threlkeld C of E Primary School: £2,335 Universal Infant Free School Meals Funding and £4,567 devolved Formula Capital Funding.

Central: £1,500 return of ESFA grant.

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

16 Funds

	Balance at 1 September 2020 £	Incoming resources £	Resources expended £	Gains, losses and transfers £	Balance at 31 August 2021 £
Restricted general funds					
General Annual Grant (GAG)	224,390	3,077,117	(2,745,826)	(114,570)	441,111
Start Up Grants	48,577	50,000	(33,799)	(22,694)	42,084
Conversion Grants	32,576	135,000	(101,185)	(3,500)	62,891
Teachers Pay and Pension Grants	-	163,849	(163,849)	-	-
Covid Catch Up Premium	-	40,140	(40,140)	-	-
Other Government Grants	82,283	511,508	(527,724)	19,464	85,531
Other Restricted Funds	106,864	211,729	(194,164)	(29,970)	94,459
Pension Deficit	(1,400,000)	-	(144,000)	(189,000)	(1,733,000)
	<u>(905,310)</u>	<u>4,189,343</u>	<u>(3,950,687)</u>	<u>(340,270)</u>	<u>(1,006,924)</u>
Restricted fixed asset funds					
DfE Capital Grants	27,519	48,939	(79,696)	8,748	5,510
ESFA Capital Maintenance	136,280	35,836	(67,959)	35,577	139,734
National Lottery Fund Grant	17,146	-	(9,820)	516	7,842
Property on conversion	548,184	-	(2,971)	-	545,213
Revenue funded capital projects	26,027	-	(22,144)	3,500	7,383
Funds inherited on conversion	-	14,567	-	(14,567)	-
Other Grants	-	25,365	(18,337)	664	7,692
	<u>755,156</u>	<u>124,707</u>	<u>(200,927)</u>	<u>34,438</u>	<u>713,374</u>
Total restricted funds	(150,154)	4,314,050	(4,151,614)	(305,832)	(293,550)
Unrestricted funds					
Unrestricted general funds	<u>207,828</u>	<u>227,338</u>	<u>(167,946)</u>	<u>116,832</u>	<u>384,052</u>
Total funds	<u>57,674</u>	<u>4,541,388</u>	<u>(4,319,560)</u>	<u>(189,000)</u>	<u>90,502</u>

Transfers:

Capital projects are funded either by a school's Devolved Formula Capital, other specific DfE funding, other external capital funding or from a school's revenue or GAG funds. In most cases each capital project is funded through a mixture of funding sources. Incoming Resources represents the specific funding received in the year from each funder. All transfers within Restricted Fixed Assets Funds are to move match funding where a capital project is funded by more than one source of income.

Material transfers in the period:

A transfer of £114,570 was made from GAG Funding to Unrestricted Funds. This relates to a change of prior period cost allocations for catering costs incurred by each school over and above UIFSM grant funding and unrestricted catering income generated. These were previously offset against schools unrestricted funds but GAG Funding allows these costs to be offset against GAG receipts. The transfer also includes some contributions to capital projects where the project was able to be funded by GAG Funding.

A transfer of £22,694 was made from Start Up Grants to Revenue Funded Capital Projects to fund the purchase of IT equipment for Kirkland C of E Academy.

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

16 Funds (continued)

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

	Balance at 1 September 2019 £	Incoming resources £	Resources expended £	Gains, losses and transfers £	Balance at 31 August 2020 £
Restricted general funds					
General Annual Grant (GAG)	79,868	2,803,474	(2,658,952)	-	224,390
Start Up Grants	48,577	-	-	-	48,577
Conversion Grants	78,859	47,365	(88,625)	(5,023)	32,576
Teachers Pay and Pension Grants	-	147,568	(147,568)	-	-
Other Government Grants	40,941	256,918	(209,501)	(6,075)	82,283
Other Restricted Funds	91,272	127,815	(109,157)	(3,066)	106,864
Pension Deficit	(908,000)	(150,000)	(139,000)	(203,000)	(1,400,000)
	<u>(568,483)</u>	<u>3,233,140</u>	<u>(3,352,803)</u>	<u>(217,164)</u>	<u>(905,310)</u>
Restricted fixed asset funds					
DfE Capital Grants	49,529	68,135	(118,134)	27,989	27,519
ESFA Capital Maintenance	84,288	57,187	(38,975)	33,780	136,280
National Lottery Fund Grant	29,031	-	(12,789)	904	17,146
Property on conversion	551,155	-	(2,971)	-	548,184
Revenue funded capital projects	44,125	-	(35,818)	17,720	26,027
Funds inherited on conversion	-	36,610	-	(36,610)	-
Other Grants	1,000	9,960	(11,236)	276	-
	<u>759,128</u>	<u>171,892</u>	<u>(219,923)</u>	<u>44,059</u>	<u>755,156</u>
Total restricted funds	190,645	3,405,032	(3,572,726)	(173,105)	(150,154)
Unrestricted funds					
Unrestricted general funds	<u>232,477</u>	<u>218,357</u>	<u>(213,111)</u>	<u>(29,895)</u>	<u>207,828</u>
Total funds	<u>423,122</u>	<u>3,623,389</u>	<u>(3,785,837)</u>	<u>(203,000)</u>	<u>57,674</u>

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

16 Funds (continued)

Analysis of academies by fund balance

Fund balances at 31 August 2021 were allocated as follows:

	2021	2020
	£	£
Lazonby C of E School	127,392	129,701
Braithwaite C of E Primary School	99,381	68,777
Ambleside C of E School	185,812	141,088
Lorton School	57,888	54,797
Whitfield C of E Primary School	141,934	133,857
Dean C of E Primary School	70,851	30,838
Wreay C of E Primary School	115,598	16,524
Gilsland C of E Primary School	93,641	70,271
Kirkland C of E Academy	17,038	-
Threlkeld C of E Primary School	87,831	-
Central services	<u>112,762</u>	<u>56,665</u>
Total before fixed assets and pension reserve	1,110,128	702,518
Capital Grants	713,374	755,156
Pension scheme liability	<u>(1,733,000)</u>	<u>(1,400,000)</u>
Total	<u><u>90,502</u></u>	<u><u>57,674</u></u>

At the year end, the Trust held free reserves for Lazonby C of E School of £47,739, Braithwaite C of E Primary School of £62,590, Ambleside C of E School of £49,911, Lorton School of £52,954, Whitfield C of E Primary School £46,856, Dean C of E School £36,298, Wreay C of E Primary School £2,770, Gilsland C of E Primary School £12,851, Kirkland C of E Academy £10,107, Threlkeld C of E Primary School £10,839 and centrally held a further £51,137.

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

16 Funds (continued)

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

Purpose of restricted general funds:

General Annual Grant (GAG) funding must be used for normal running costs of the Academies. Under the funding agreements with the Secretary of State, the Trust was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2021.

Start Up grant funding is monies provided by the ESFA for full sponsored academies joining the Trust.

Conversion Grants includes a full sponsor grant of £110,000 for Kirkland C of E Academy which joined the Trust on the 1st February 2021 and conversion grant of £25,000 for Threlkeld C of E School which joined the Trust on 1 June 2021. Each conversion grant received is restricted to cover costs directly incurred as a result of schools converting to an Academy and joining the Trust. Any remaining balance post conversion can then be used by the academy to support their educational delivery.

Other Government Grants includes ESFA PE Grants, Early Years Funding, LEA SEN Funding, Rural Learning Alliance and Universal Infant Free School Meals, all of which were receivable during the period. Other than PE and Rural Learning Alliance Grants, which are available to carry forward to future periods, all funding was spent fully in the period.

The Trust's share of the Local Government Pension Scheme assets is measured at fair value at each balance sheet date. Liabilities are measured on an actuarial basis using the projected unit method. The net of these two figures is recognised as an asset or liability on the balance sheet.

Purposes of restricted fixed asset funds:

DfE Capital Grants - Conditions Improvement Grant Funding (CIF) for capital works is restricted funding. No CIF funding was received in the 20/21 academic year.

ESFA Capital Maintenance includes DfC funding receivable in the period for all 10 schools.

Purpose of unrestricted funds:

Each school generates unrestricted funds through donations and sponsorship, school club income and music, catering and uniform sales. All income has been included as unrestricted as there is no specific designated purpose for the income and how it should be spent. The schools and Trust are free to spend the available reserves on any matter in line with the overall aims and objectives.

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

16 Funds (continued)

Analysis of academies by cost

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 £
Lazonby C of E School	331,196	73,871	37,991	97,858	540,916
Ambleside C of E School	409,635	58,747	59,316	95,556	623,254
Braithwaite C of E Primary School	224,117	70,490	25,359	49,251	369,217
Gilsland C of E Primary School	156,993	40,190	28,037	37,209	262,429
Dean C of E Primary School	346,808	64,414	41,162	97,061	549,445
Wreay C of E Primary School	420,476	83,357	37,594	44,255	585,682
Lorton School	292,786	64,380	22,725	59,453	439,344
Whitfield C of E Primary School	191,481	36,055	23,884	56,970	308,390
Kirkland C of E Academy	127,816	23,214	19,187	26,765	196,982
Threlkeld C of E Primary School	64,013	13,314	5,470	8,817	91,614
Central services	-	-	14,301	238,460	252,761
Trust	<u>2,565,321</u>	<u>528,032</u>	<u>315,026</u>	<u>811,655</u>	<u>4,220,034</u>

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

	Teaching and Educational Support Staff Costs £	Other Support Staff Costs £	Educational Supplies £	Other Costs (excluding Depreciation) £	Total 2020 £
Lazonby C of E School	305,881	68,658	30,917	52,207	553,503
Ambleside C of E School	396,058	54,852	38,496	89,171	578,577
Braithwaite C of E Primary School	213,586	66,806	25,658	48,348	354,398
Gilsland C of E Primary School	98,690	33,402	9,529	30,756	172,377
Dean C of E Primary School	290,405	92,113	29,954	51,832	464,304
Wreay C of E Primary School	450,735	109,098	42,367	365,221	638,722
Lorton School	287,577	60,448	13,802	52,207	414,034
Whitfield C of E Primary School	170,474	39,812	20,736	87,832	318,854
Central services	-	-	1,824	198,172	199,996
Academy Trust	<u>2,213,406</u>	<u>525,189</u>	<u>213,283</u>	<u>975,746</u>	<u>3,694,765</u>

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

17 Analysis of net assets between funds

Fund balances at 31 August 2021 are represented by:

	Unrestricted funds £	Restricted general funds £	Restricted fixed asset funds £	2020/21 Total funds £
Tangible fixed assets	-	-	631,726	631,726
Current assets	384,052	1,175,189	81,648	1,640,889
Current liabilities	-	(449,113)	-	(449,113)
Pension scheme liability	-	(1,733,000)	-	(1,733,000)
Total net assets	384,052	(1,006,924)	713,374	90,502

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

	Unrestricted funds £	Restricted general funds £	Restricted fixed asset funds £	2019/20 Total funds £
Tangible fixed assets	-	-	694,899	694,899
Current assets	207,828	894,141	60,257	1,162,226
Current liabilities	-	(399,451)	-	(399,451)
Pension scheme liability	-	(1,400,000)	-	(1,400,000)
Total net assets	207,828	(905,310)	755,156	57,674

18 Commitments under operating leases

Operating leases

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

	2021 £	2020 £
Amounts due within one year	4,956	6,319
Amounts due between one and five years	7,452	11,316
Amounts due after five years	11,200	12,000
	23,608	29,635

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

19 Reconciliation of net income/(expenditure) to net cash inflow/(outflow) from operating activities

	31 August 2021 £	31 August 2020 £
Net income/(expenditure)	221,828	(162,448)
Depreciation	96,524	91,072
Cash transferred on conversion to an academy trust	(23,803)	(51,510)
Donated capital and capital grants	(93,140)	(135,282)
Interest receivable	(99)	(828)
Interest on defined benefit pension scheme	24,000	17,000
Defined benefit pension service cost adjustment	120,000	122,000
Increase in debtors	(170,602)	(75,611)
Increase in creditors	49,662	101,129
Pension deficit transferred on conversion	-	150,000
Net cash inflow from operating activities	<u>224,370</u>	<u>55,522</u>

20 Cash flows from financing activities

	31 August 2021 £	31 August 2020 £
Interest received	<u>99</u>	<u>828</u>
Net cash provided by financing activities	<u>99</u>	<u>828</u>

21 Capital expenditure and financial investment

	31 August 2021 £	31 August 2020 £
Purchase of tangible fixed assets	(33,351)	(74,656)
Capital funding received from sponsors and others	<u>93,140</u>	<u>135,282</u>
Net cash inflow from capital expenditure and financial investment	<u>59,789</u>	<u>60,626</u>

22 Analysis of cash and cash equivalents

	31 August 2021 £	31 August 2020 £
Cash at bank and in hand	<u>1,250,154</u>	<u>942,093</u>
Total cash and cash equivalents	<u>1,250,154</u>	<u>942,093</u>

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

23 Analysis of changes in net debt

	At 1 September 2020 £	Cash flows £	At 31 August 2021 £
Cash	942,093	308,061	1,250,154
	-	-	-
Total	<u>942,093</u>	<u>308,061</u>	<u>1,250,154</u>

24 Members' liability

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

25 Pension and similar obligations

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

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest actuarial valuation of the TPS was 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 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 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 Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

25 Pension and similar obligations (continued)

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

The employer's pension costs paid to TPS in the period amounted to £367,003 (2020: £322,049).

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

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

Local Government Pension Scheme

The LGPS is a funded defined-benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2021 was £168,389 (2020: £104,682), of which employer's contributions totalled £131,068 (2020: £111,438), employees' contributions totalled £37,321 (2020: £33,738) and deficit recovery contributions totalled £27,146 (2020: £20,400). The agreed contribution rates for future years is 19.6 per cent for employers. New schools joining continue at their existing rate until the next tri-annual review at which point they revert to the agreed contribution rate. Deficit recovery contributions of £27,500 and £28,200 are also due for the fiscal years 2021/22 and 2022/23 respectively. Employees rates are calculated using Local Government Pension Scheme employee contributions procedures, which have now been banded.

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

Principal actuarial assumptions

	2021 %	2020 %
Rate of increase in salaries	4.30	3.80
Rate of increase for pensions in payment/inflation	2.90	2.40
Discount rate for scheme liabilities	1.70	1.80
Inflation assumptions (CPI)	2.80	2.30

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

	2021	2020
Retiring today		
Males retiring today	22.70	22.60
Females retiring today	25.30	25.20
Retiring in 20 years		
Males retiring in 20 years	24.30	24.20
Females retiring in 20 years	27.20	27.10

Sensitivity analysis

	2021 £	2020 £
Discount rate +0.1%	1,645,000.00	1,331,000.00
Discount rate -0.1%	1,823,000.00	1,471,000.00
Mortality assumption – 1 year increase	1,852,000.00	1,485,000.00
Mortality assumption – 1 year decrease	1,618,000.00	1,317,000.00
CPI rate +0.1%	1,823,000.00	1,471,000.00
CPI rate -0.1%	1,645,000.00	1,331,000.00

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

25 Pension and similar obligations (continued)

The Trust's share of the assets in the scheme were:

	2021 £	2020 £
Equities	816,000	559,000
Government bonds	358,000	313,000
Other bonds	-	3,000
Property	158,000	89,000
Cash and other liquid assets	79,000	157,000
Other	670,000	494,000
Total market value of assets	<u>2,081,000</u>	<u>1,615,000</u>

The actual return on scheme assets was £286,000 (2020 - (£3,000)).

Amounts recognised in the statement of financial activities

	31 August 2021 £	31 August 2020 £
Current service cost	271,000	239,000
Past service cost	-	9,000
Net interest cost	24,000	17,000
Admin expenses	5,000	5,000
Total operating charge	<u>300,000</u>	<u>270,000</u>

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

	31 August 2021 £	31 August 2020 £
At start of period	3,015,000	1,625,000
Conversion of academy trusts	-	538,000
Current service cost	271,000	239,000
Interest cost	55,000	37,000
Employee contributions	37,000	33,000
Actuarial (gain)/loss	444,000	524,000
Benefits paid	(8,000)	10,000
Past service cost	-	9,000
At 31 August	<u>3,814,000</u>	<u>3,015,000</u>

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

25 Pension and similar obligations (continued)

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

	31 August 2021 £	31 August 2020 £
At start of period	1,615,000	717,000
Conversion of academy trusts	-	388,000
Interest income	31,000	20,000
Actuarial gain/(loss)	255,000	321,000
Employer contributions	156,000	131,000
Employee contributions	37,000	33,000
Benefits paid	(8,000)	10,000
Effect of non-routine settlements	(5,000)	(5,000)
At 31 August	<u>2,081,000</u>	<u>1,615,000</u>

26 Related party transactions

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

In entering into the related party transactions with the Diocese the Trust has complied with the requirements of the Academies Financial Handbook including the requirement from April 2019 to report 3rd party transactions above a cumulative £20,000 value. In the 20/21 academic year no reports were made or necessary since the guidelines do not require reporting on income and the cumulative value of the contracts with the Diocese, excluding those elements of the services provided that can only be delivered by the Diocese to provide essential functions fundamental to the religious character of our schools, was a total of £90 for the 20/21 academic year. See further detail below.

The Good Shepherd Multi Academy Trust

Notes to the Financial Statements for the Year Ended 31 August 2021 (continued)

26 Related party transactions (continued)

Expenditure related party transactions

During the year the academy made the following related party transactions:

Carlisle Diocesan Board of Finance Limited

(Member of the Trust)

The Diocesan Board of Education offers support to Trust schools via a number of mechanisms, some of which are charged for. These include conferences, training and head teacher's performance management.

Carlisle Diocesan Board of Finance Limited is custodian trustee for the school buildings which eight of the ten member schools of the Trust operate from. No formal lease is in place for the use of the buildings, and no rent is payable under the arrangement.

During the year the central administration staff occupied serviced office accommodation within the Diocesan offices in Penrith.

During the year Carlisle Diocesan Board of Finance Limited incurred and recharged costs totalling £3,258 for photocopying, postage, provision of IT support/system access and provision of services office accommodation on behalf of the central Trust staff. This is recharged on and at 'no more than cost' and Carlisle Diocesan Board of Finance Limited has provided a statement of assurance confirming this.

In entering into the transaction the Trust has complied with the requirements of the Academies Accounts Handbook 2020.

At the balance sheet date the amount due to Carlisle Diocesan Board of Finance Limited was £3,258 (2020 - £6,359).

Income related party transactions

During the year the academy made the following related party transactions:

Carlisle Diocesan Board of Finance Limited

(Member of the Trust)

Carlisle Diocesan Board of Finance Limited has ring fenced money towards the setup of the Trust to enable it to grow and achieve a sustainable size. In the first 6 years of operation £120,000 has been utilised, including £24,600 in the 20/21 academic year which has been accrued for in the accounts.

Further information on the transactions with the Diocese can be found in "Connected organisations, including related party relationships" within the Trustees report.