

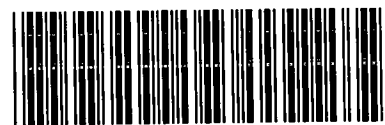
**Leigh
Academies
Trust**

**Annual Report and Financial
Statements**

31 August 2021

Company Limited by Guarantee
Registration Number 2336587
(England and Wales)

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Reference and administrative information

Members	Sir G Leigh Mr A F X Green Cllr J Kite Russell Race	Professor G Randsley de Moura Cllr R Gough Professor M Snowden
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Directors	Mr A F X Green (Chairman) Mr S P Beamish Cllr Sir P Carter Mr G Clewes Mr M Costello	Mrs T Davies Mr K Ellis Mrs H Esmonde Mr J Nicholson Dr J Wetherall
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Secretary	Mr N Willis
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Trust Executives	Mr S P Beamish Mr S Avis Mr P Whittall Mr S Vernoux Mr R Taylor Mrs D Biggenden Mrs T Trusler Mrs E Elwin	Chief Executive Chief Financial Officer Estates Director IT Director People Director Academies Director Academies Director Academies Director
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Registered office	Strood Academy Carnation Road Rochester ME2 2SX
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Company registration number	2336587 (England and Wales)
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External Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
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Reference and administrative information

Bankers	HSBC plc 38 High Street Dartford Kent DA1 1DG	NatWest Bank County Gate 2 Stacey's Street Maidstone ME14 1ST
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Lloyds Bank plc
78 New Road
Gravesend
Kent
DA11 0AR

Solicitors	T G Baynes Baynes House Market Street Dartford Kent DA1 1DB
	Stone King LLP 16 St John's Lane London EC1M 4BS

Actuaries	Barnett Waddingham Cheapside House 138 Cheapside London EC2V 6BW
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Directors' report 31 August 2021

The Directors present their report together with the financial statements and auditor's report of the charitable company for the period from 1 September 2020 to 31 August 2021. The annual report serves the purpose of both a Trustees' report and a Directors' report under company law.

The financial statements have been prepared in accordance with the accounting policies set out on pages 42 to 48 of the attached financial statements and comply with the Trust's Memorandum and Articles of Association, applicable laws and 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 United Kingdom and Republic of Ireland (FRS 102).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Background and constitution

The Trust is a company limited by guarantee and an exempt charity. The charitable company's Memorandum and Articles of Association are its primary governing documents. The Trustees are also Directors of the charitable company for the purposes of company law. The charitable company is known as Leigh Academies Trust (LAT).

Members of the company are nominated by the sponsors, Sir Geoffrey Leigh, Kent County Council, the University of Kent and the University of Greenwich.

Since February 2008, LAT has been a multi-academy Trust with Master Funding Agreements (MFA) and separate Supplemental Funding Agreements (SFA) to govern each academy.

LAT Academies

There were 28 academies within the Trust on 31 August 2021 as shown below. Leigh Academy Rainham (an 11-19 Secondary School) opened as a new school on 1 September 2021. Three academies, Ebbsfleet Academy (an 11-19 Secondary School), Hayesbrook Academy (an 11-19 Secondary School) and High Weald Academy (an 11-19 Secondary School) all previously part of the Brook Learning Trust joined the Trust on 1 September 2021. On 1 September 2021, Stoke Primary Academy and Allhallows Primary Academy merged to form a single 3-11 Primary School and Nursery called Peninsula East Primary Academy.

- ◆ Allhallows Primary Academy (a 4-11 Primary School)
- ◆ Bearsted Primary Academy (a 3-11 Primary School and Nursery)
- ◆ Cherry Orchard Primary Academy (a 3-11 Primary School and Nursery)
- ◆ Dartford Primary Academy (a 3-11 Primary School and Nursery)
- ◆ Eastcote Primary Academy (a 3-11 Primary School and Nursery)

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

LAT Academies (continued)

- ◆ The Halley Academy (an 11-19 Secondary School)
- ◆ Hartley Primary Academy (a 3-11 Primary School and Nursery)
- ◆ High Halstow Primary Academy (a 4-11 Primary School)
- ◆ Horsmonden Primary Academy (a 4-11 Primary School)
- ◆ The Hundred of Hoo Academy (a 4-19 all-through School)
- ◆ Langley Park Primary Academy (a 3-11 Primary School and Nursery)
- ◆ The Leigh Academy (an 11-19 Secondary School)
- ◆ Leigh Academy Blackheath (an 11-19 Secondary School)
- ◆ The Leigh UTC (an 11-19 free school with a licence from the Baker Dearing Trust to operate as a University Technical College)
- ◆ Longfield Academy (an 11-19 Secondary School)
- ◆ Marden Primary Academy (a 4-11 Primary School)
- ◆ Mascalls Academy (an 11-19 Secondary School)
- ◆ Milestone Academy (a 3-19 Special School)
- ◆ Molehill Primary Academy (a 3-11 Primary School and Nursery)
- ◆ Oaks Primary Academy (a 3-11 Primary School and Nursery)
- ◆ Paddock Wood Primary Academy (a 4-11 Primary School)
- ◆ Sir Joseph Williamson's Mathematical School (an 11-19 Grammar School)
- ◆ Snowfields Academy (an 11-19 Special School)
- ◆ Stationers' Crown Woods Academy (an 11-19 Secondary School)
- ◆ Stoke Primary Academy (a 3-11 Primary School and Nursery)
- ◆ Strood Academy (an 11-19 Secondary School)
- ◆ Tree Tops Primary Academy (a 3-11 Primary School and Nursery)
- ◆ Wilmington Academy (an 11-19 Secondary School)

Directors' report 31 August 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Members' liability

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

Directors indemnities

In accordance with normal commercial practice the Trust has purchased insurance to protect directors, governors and officers from claims arising from negligent acts, errors or omissions occurring whilst on Trust business. The insurance provides cover up to £10 million on any one claim.

Directors

The Articles of Association require the appointment of at least three Directors (unless otherwise determined by ordinary resolution). Directors are appointed to the Board by the Members. Governors are appointed to Academy Boards by the Directors.

The training and induction provided for new Directors depends on their existing experience. Where necessary, induction provides training on charity, education, legal and finance matters. All Directors are provided with copies of policies, procedures, minutes, accounts, budgets, plans and other documents to undertake their role as Directors.

The following Directors served throughout the period from 1 September 2020, except as shown:

Director	Appointed/Retired	Committees
Ms A Barrite	Retired 8 July 2021	
Mr S P Beamish		
Cllr Sir P Carter		
Mr G Clewes		
Mr M Costello		Standards (Chair)
Mrs T Davies (Vice Chair)	Retired 8 July 2021	Resources (Chair), Audit
Mr K Ellis		Audit (Chair)
Mrs H Esmonde		
Mr A F X Green (Chairman)		
Dr W Hogan-O'Neill		
Mr J Nicholson	Retired 31 August 2021	
Professor M Snowden		Standards

During the year under review the Trust Board held four full meetings and nine committee meetings.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Organisational structure

The Board of Directors governs the activities of the Trust and oversees the work of the Academy Boards. It is also ultimately responsible for the strategic direction of the Trust and its overarching policies. Each Academy Board governs the work and outcomes of its assigned academies. Individual Academy Board governors are directly attached to a secondary or primary academy; they carry out regular visits to monitor progress at the Academy and report their findings to the next available meeting. The Trust's Scheme of Delegation sets parameters for decision-making by executives and approvals by governors.

The senior managers of the Trust are the CEO, Chief Financial Officer, three Academies Directors, Estates Director, IT Director and People Director. They lead and manage the Trust, setting strategy and implementing policy in conjunction with the Board. Principals lead and manage the individual academies.

Subsidiary companies

The Trust has three wholly owned subsidiary companies:

- ◆ LAT Enterprises C.I.C, a community interest company incorporated in February 1991
- ◆ The Hundred of Hoo Nursery and Kids Club, a company limited by guarantee incorporated in October 2007
- ◆ LAT Apprenticeships C.I.C, a community interest company incorporated in October 2019

The purpose and activity of each company is described in the notes to the financial statements.

Arrangements for setting pay and remuneration of key management personnel

The pay and remuneration of key management personnel are set by the Senior Pay Committee which comprises the Chairman of the Trust Board, the Chairman of the Resources Committee and the Chief Executive Officer. The key management personnel comprise the Executive Directors and Academy Principals. The pay and remuneration of the Chief Executive Officer is determined by the Chairman of the Trust Board and the Chairman of the Resources Committee.

Trade union facility time

The following information is provided in accordance with the provisions of the Trade Union (Facility Time Publications Requirements) Regulations 2017.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Trade union facility time (continued)

Relevant union officials

Number of employees who were relevant union officials during the relevant period	Full-time equivalent employee number
25	21

Percentage of time spent on facility time

Percentage of time	Number of employees
0%	0
1%-50%	25
51%-99%	0
100%	0

Percentage of pay bill spent on facility time

Provide the total cost of facility time	£22,500
Provide the total pay bill	£93,797,000
Provide the percentage of the total pay bill spent on facility time, calculated as: (total cost of facility time ÷ total pay bill) ×100	0.02%

Related parties and other connected charities and organisations

No Director received any remuneration in respect of their services during the year, nor for any other work undertaken on behalf of the Trust, with the exception of Mr S P Beamish in his capacity as an employee of the Trust. Governors of individual academies are from sponsoring organisations, employers, local authorities or other organisations, some of which from time to time have dealings with the Trust in the course of their usual work. All transactions between these organisations and the Trust were carried out at arm's length and all material transactions were at standard rates.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Engagement with employees (including disabled persons)

As a Trust we believe that engaging with our workforce is a fundamental aspect of day-to-day operations and accordingly we have the following mechanisms in place:

- ◆ Operate a Joint Consultative Committee with trade unions to consult on all key matters relating to the employment of teaching and support staff.
- ◆ We undertake a twice yearly, Leigh Voice, engagement survey which is sent to all staff with the results forming key action plans by academy.
- ◆ We have a staff portal that contains news and policies as well as details of any initiatives for wellbeing and other projects.
- ◆ We operate a number of staff network groups to ensure that staff from specific communities have a voice and are able to be involved in the direction of the Trust.
- ◆ We also regularly publish documents on the future direction of the Trust, its vision and goals for the year ahead as well as the long-term future.

Engagement with suppliers, customers and others in a business relationship with the Trust

The Trust meets regularly with all of its principal suppliers in the spirit of co-operation and mutual interest. The Trust's academies work in partnership with suppliers at local level on the day-to-day delivery of services and Trust Executives engage with regional or national representatives to address contract management and value for money. Through its wholly owned subsidiary, LAT Enterprises C.I.C. the Trust maintains a strong dialogue with customers in the community who use academy facilities. This engagement is led by a dedicated team within the C.I.C.

The Trust and its academies engage fully with parents and guardians of our students. This engagement ranges from termly newsletters to specific, issue-based communications at academy level and through parent/guardian consultation events which address the progress of students.

OBJECTIVES AND ACTIVITIES

Objects and aims

The objects of LAT are summarised as follows:

- ◆ To advance for the public benefit education in the United Kingdom, by establishing, maintaining, running, managing and developing schools which offer a broad and balanced curriculum or are specifically organised to make special educational provision for pupils with Special Educational Needs; and

OBJECTIVES AND ACTIVITIES (continued)

Objects and aims (continued)

- ◆ To promote for the benefit of the inhabitants of the areas in which the Academies are located and the surrounding areas the provision of facilities for recreation or other leisure.

Objectives, strategies and activities

The Trust's *Vision 2025* sets out an Excellence Charter which establishes the context for the LAT Performance Agreement. The Charter commits the Trust to do the following:

- ◆ We will provide outstanding leadership and governance at every level so that all pupils attend an academy judged to be at least good overall by Ofsted.
- ◆ We will ensure a rich, engaging and inclusive curriculum with effective teaching and high-quality learning resources across all subjects and year groups.
- ◆ Regardless of their ability or personal circumstances we will ensure that all groups of pupils make at least good progress and diminish differences in their attainment.
- ◆ We will develop pupils' characters and attributes in line with the International Baccalaureate Learner Profile so that all LAT alumni obtain a collection of desirable qualities before they leave school.
- ◆ We will ensure that pupils are well-behaved, confident and respectful in a safe and secure environment.
- ◆ We will ensure a high-quality workforce and prioritise staff retention, professional development and well-being.
- ◆ Through our "Business Promise" we will guarantee strong engagement for all pupils with industry and employers.
- ◆ We will provide all pupils with a high-quality careers learning programme.
- ◆ We will grow to support more schools in the region so long as the education of current pupils and performance of existing academies does not suffer.
- ◆ We will work with our own and other primaries to ensure smooth transition to our secondary academies.

Public benefit

In setting the Trust's objectives and planning its activities, the Directors have given careful consideration to the Charity Commission's general guidance on public benefit.

STRATEGIC REPORT

Achievements and performance

Overview

On 1 September 2020, Marden Primary Academy joined the Trust and two 'free' schools, Bearsted Primary and Snowfields, opened in new buildings, bringing the total number of academies within the Trust to 28. From 1 September 2021, the Trust welcomed Ebbsfleet Academy, Hayesbrook Academy and High Weald Academy following a merger with the Brook Learning Trust. Leigh Academy Rainham opened in new buildings on 1 September 2021 and two Primary Academies, Stoke and Allhallows, merged to form a single academy on one site called Peninsula East Primary Academy.

During the year, nine secondary academies and five primary academies achieved International Baccalaureate World School status which authorises them to deliver the IB Middle Years programme and Primary Years Programme respectively. A further five primary academies are expected to achieve this status during the autumn term of 2021-22.

To support the continuing professional development of all staff, LAT has joined the National College which is the leading provider of remotely accessible online learning. The membership provides video webinars and CPD courses on a centralised learning platform to help keep school leaders and staff empowered with up-to-date expert knowledge, respond to changes in the education sector and ensure compliance with statutory training requirements. In addition, the Trust has joined the Chartered College, which focuses specifically on teachers. Its activities are focused on improving teaching and learning. Support from the Chartered College covered two key areas. One is video based resources that can be accessed anytime anywhere by teachers to enhance teaching and learning. The second area is accredited programmes to achieve chartered teacher status.

A key part of the Trust's digital learning strategy is to ensure that all students have access to the IT devices they need to achieve strong academic outcomes. During the year, the Trust issued more than 13,000 Google Chromebooks to students under an operating lease arrangement. This supplemented the provision of devices to students needing support for home working during the pandemic-related closure of schools in the previous year.

The teaching school hub programme has created a network of 87 centres of excellence for teacher training and development, focused on some of the best schools and multi-academy trusts in the country. This programme replaces the previous network of around 750 teaching schools, which ended in August 2021.

Teaching school hubs are formed to provide high-quality professional development to teachers at all stages of their careers.

STRATEGIC REPORT (continued)

Achievements and performance (continued)

Overview (continued)

They are expected to play a significant role in delivering:

- ◆ school-based initial teacher training (ITT);
- ◆ the early career framework when it is available nationally from September 2021;
- ◆ the new specialist national professional qualifications (NPQ) and leadership NPQs;
- ◆ appropriate body services for early career teachers; and
- ◆ teaching school hubs will also promote and deliver other high-quality evidence-based professional development to school leaders and teachers.

They will be funded for three years (subject to confirmation) and will be accessible to every school in the country. Teaching school hubs will receive an annual grant, subject to conditions, including demonstrating progress against key performance indicators. Each hub will have its own defined area and must serve all schools within it, although this will not prevent hubs from working with schools outside their area.

Sir Joseph Williamson's Mathematical School, part of Leigh Academies Trust, was delighted to be appointed as the Teaching School Hub for the areas of Medway, Gravesham and Dartford. Our newly formed Hub, Thames Gateway TSH, has already seen great success and is forming important strategic partnerships across the region. Delivery in each area of our work is well underway; receiving very positive early feedback.

Following the Trust's accreditation to the government's Register of Apprenticeship Training Providers (RoATP) in 2019, apprenticeship programmes were introduced in Engineering, Premises Maintenance, Business Administration and for Teaching Assistants. Future plans include delivering apprenticeships in IT and Hospitality.

The wellbeing of our staff has continued to be a major focus in 2020/21 and will continue to be in the next year. During the year we embedded our three major programmes designed to support this:

- ◆ LATOne – is a learning and knowledge platform which supports staff at induction and throughout their careers;
- ◆ Leigh Thrive – is a holistic wellbeing programme that aims to improve physical, mental, financial and social wellbeing. This includes access to professional counselling and financial guidance; and
- ◆ Leigh Voice – is a survey platform that enables staff to have an even clearer voice and to express where the Trust can build on its strengths and tackle areas of opportunity.

STRATEGIC REPORT (continued)

Achievements and performance (continued)

Overview (continued)

Despite the huge challenges faced by staff and students this year, there has been much to celebrate across LAT with students in all academies achieving success. It has again been a most extraordinary year and staff who have done their utmost for our students deserve congratulation. Students themselves have been hugely resilient and have shown great character beyond their years.

Primary students' performance

No national data is available for primary performance as no formal assessments took place due to the COVID-19 pandemic. The information provided represents the internal assessments performed across the Trust.

	Performance Measure	2021	2020
Key Stage 2	% pupils reaching expected standard in reading, writing and maths (combined)	68%	There were no formal assessments in primary academies in 2020
	% pupils reaching expected standard in reading	77%	
	% pupils reaching expected standard in writing	75%	
	% pupils reaching expected standard in maths	75%	

STRATEGIC REPORT (continued)

Achievements and performance (continued)

Secondary students' performance

Performance measure		National Average	LAT Average (Teacher Assessed Grades)	
		2021	2021	2020
GCSE	% of pupils achieving a grade 9-4 in English and maths	Not yet available	63%	66%
	% of pupils achieving a grade 9-5 in English and maths	50%	37%	40%
Key Stage 4	Attainment 8	50.2	47.6	46
Key Stage 5	Average point score per Academic entry	41.6 (B)	37 (B-)	34 (C)
	Average point score per Applied General entry	32.8 (Dist-)	32 (Dist-)	34 (Dist)
	Average point score per Technical entry	31.8 (Dist-)	33 (Dist)	31 (Dist-)

Impact of Covid-19 on the Trust's activities

In accordance with government direction, all of the Trust's academies closed to the majority of pupils on 5 January 2021, remaining open only for vulnerable children and those of key workers. Online lessons were delivered to students at home via Google Classrooms and Chromebooks were provided to pupils who did not have a device at home to access online lessons. Schools reopened to all pupils on 8 March 2021. The Trust utilised the government's national free school meal voucher scheme to enable eligible pupils to receive free meals when not in school.

With the partial closure of academies and the government's lockdown restrictions in place, academies were not able to generate income from third parties for their use of building facilities and no income was received from parents for before and after-school clubs. This caused budgetary pressures in excess of £400,000 which academies mitigated through savings in other areas of their budgets. Furthermore, the Trust incurred additional cleaning and sanitation costs of more than £360,000 and losses arising from catering due to school closures and pupils isolating amounted to more than £200,000.

STRATEGIC REPORT (continued)

Impact of Covid-19 on the Trust's activities (continued)

The continuation of full government funding during the period enabled staff to be paid with only minimal use of the government's Coronavirus Job Retention Scheme for catering staff whose salaries are usually funded from income which was significantly reduced during the year. In accordance with Procurement Policy Notices 02/2020 and 04/2020 and further guidance from the Department for Education in February 2021, the Trust continued to work collaboratively with major suppliers to ensure that critical services would continue to be available in the medium and long term.

The Trust and all academies updated risk assessments during the year in the light of government guidance and the Board and Audit Committee regularly reviewed these assessments.

Going concern

After making appropriate enquiries, the Directors have 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 its financial statements. Further details regarding the adoption of the going concern basis can be found in the statement of accounting policies.

Promoting the success of the Trust to achieve its charitable purposes

The Board of Directors consists of individuals with a wealth of experience in local government, primary, secondary and tertiary education, local business and national charities. The wide range of skills and experience enables the Board to understand the wider impact of its decisions on the local private and business communities. Trust Executives are challenged by Directors to maintain professional relationships in their day to day business with stakeholders and external organisations. Engagement with the wider community is a high priority for the Board and is underpinned by the Trust's values and "Shaping lives, transforming communities" vision statement. Directors are cognisant of the diverse communities in which the academies are located and foster strong relationships with local academy boards to fully understand the impact the academies and the Trust has on local communities. The Directors have led and supported a number of initiatives which address staff wellbeing and operate in a manner which takes account of relationships with stakeholders.

Financial review

Financial report for the year

Most income is obtained from the Education and Skills Funding Agency (ESFA) in the form of recurrent grants restricted to particular purposes. The grants received during 2020/21 and associated expenditure are shown as restricted funds in the Statement of Financial Activities.

STRATEGIC REPORT (continued)

Financial review (continued)

Financial report for the year (continued)

The Trust also receives grants for fixed assets from the ESFA and capital donations from commercial sponsors. In accordance with the Charities SORP, Accounting and Reporting by Charities, such grants are shown in the Statement of Financial Activities as restricted fixed asset funds. The restricted fixed asset funds are reduced by transfers of amounts equivalent to any depreciation charges over the expected useful life of the assets concerned.

The net movement in funds for the Trust for the year was an increase of £61,647,000 (2020 – decrease of £8,590,000), including depreciation and amortisation of £9,609,000 (2020 – £8,419,000), adjustments to pension schemes and donated assets of £73,000,000. The large increase is due to the opening of new school buildings at Snowfields Academy, Bearsted Primary Academy and Leigh Academy Blackheath and Marden Primary Academy joining the Trust.

The operational result for the year was a surplus of £174,000 (2020 – deficit of £286,000). This excludes movement on the fixed assets fund, adjustments relating to the Local Government Pension Scheme and funds from schools joining the Trust. This can be summarised as follows:

	2020/21 £000	2019/20 £000
Net income (expenditure) after losses on defined benefit pension scheme	61,647	(8,590)
Net expenditure attributable to the fixed assets fund	(75,548)	(4,332)
Revenue funds attributable to entities joining the Trust	(25)	(287)
LGPS adjustments	14,100	12,923
Operational surplus (deficit) for the year	174	(286)

One of the Trust's subsidiaries, LAT Apprenticeships C.I.C., had an operational deficit during the year, attributable to the organisation being in its start-up phase. The Trust Board has agreed to stand behind the temporary deficit position with the subsidiary expected to achieve a surplus in future years.

At 31 August 2021 the net book value of fixed assets was £307,330,000 (2020 – £232,743,000) and movements in tangible fixed assets are shown in notes 13 and 14 to the accounts.

STRATEGIC REPORT (continued)

Financial review (continued)

Financial position

The Trust held fund balances at 31 August 2021 of £235,142,000 (2020 – £173,495,000). This consists of unrestricted funds of £2,776,000 (2020 – £2,140,000), restricted general funds of £1,423,000 (2020 – £1,860,000), the Trust's fixed asset fund of £304,175,000 (2020 – £228,627,000) and the Trust's pension reserve liability of £73,232,000 (2020 – £59,132,000). The fund balances are currently adequate to fulfil the known obligations of the Trust and are in line with the reserves policy set out above.

The Trust is required to include the Local Government Pension Scheme deficit of £73,232,000 (2020 – £59,132,000) on its balance sheet although the Directors have no control over the management of the pension fund, its financial arrangements or investment decisions. The Trust is required to remain a member of the pension scheme. Additionally, the Trust will inherit the pension liability of any new schools that join the Trust, thus increasing the overall liability. The Trust accepts its financial responsibilities, subject to assurances received from the Department for Education, and has fully implemented the provisions of FRS102 relating to the Pension Scheme.

The Trust has received confirmation that in the unlikely event that the operation of an academy ceased altogether, the Department for Education would undertake discussions with the relevant pension authorities as to the best way in which the deficit could be dealt with, having regard for that academy's members of the scheme. These discussions would recognise that the Trust was never funded to meet any outstanding pension deficit. 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.

Reserves policy and financial position

The Directors consider it essential to review each year the reserves target. The unrestricted reserves at the year end stood at £2,776,000 (2020 - £2,140,000) and restricted income reserves at £1,423,000 (2020 – £1,860,000). The Directors have determined that the target level of free reserves, not invested in tangible fixed assets or restricted or designated for specific projects, should be at least 5% of annual income.

Some funding for essential building repairs comes from the DfE School Condition Allocation, but this does not cover all of the medium term cost of maintaining the estate.

Although no further advances of funding were received during the year, the Trust is required to repay funds advanced from the DfE in previous years which have supported The Leigh UTC. The advance will be repayable from future surpluses to be earned by the UTC and is not repayable from other resources of the Trust or its academies. As at 31 August 2021, a total of £1,688,000 had been advanced of which £1,488,000 is recorded in the accounts as a long-term creditor balance (Note 19) and £200,000 has been repaid.

STRATEGIC REPORT (continued)

Reserves policy and financial position (continued)

Individual Trust academies do not hold reserves, and surpluses are managed centrally for the benefit of academies. Fund balances at academy level are therefore zero (Note 20).

Tangible fixed assets are all held for use by the Trust.

In the next year, the Trust plans to make strategic use of reserves in renewing IT networks and hardware, completing the programme to provide a Chromebook to every secondary-age student and in a range of measures to support improvement in educational outcomes. Funds will also have to be set aside to meet the expected additional costs which may arise from the Covid-19 pandemic.

Investment policy

The Trust invests surplus funds prudently to maximise interest returns with minimal risk.

Principal risks and uncertainties

The Trust has a rolling programme of risk assessment and management through which risks across all areas of the Trust's operations are identified and managed. The risk register is reviewed at least three times a year by Directors and key members of staff.

Principal risks on the risk register are:

- ◆ Failure of, or disruption to the IT network due to a firewall security breach, ransomware or dedicated denial of service attack - mitigated by reinforcement of network security and the use of Artificial Intelligence to detect sophisticated cyber threats.
- ◆ Unfunded additional costs arising from measures to address the Covid-19 situation, including for cleaning and Personal Protective Equipment - mitigated by close working with suppliers and efficient stock control.
- ◆ Reduction in real terms funding adversely impacting on the delivery of high quality teaching and learning – mitigated by efficient delivery of educational and support services and termly Board review of budgets and long term plans.
- ◆ Increases in costs arising from external factors, such as increases in employer's pension scheme contributions and taxation – mitigated by forward planning.
- ◆ Failure to recruit and retain high quality staff – mitigated by implementation of a funded recruitment and retention strategy, with staff wellbeing at its core.

Fundraising

The Trust does not actively fundraise and seek funds from the public.

STRATEGIC REPORT (continued)

Streamlined Energy and Carbon Reporting

UK energy use and associated greenhouse gas emissions

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

Organisational boundary

In accordance with the 2018 Regulations, the energy use and associated greenhouse gas emissions are for those within the UK only for all assets that come under an operational control boundary. This includes all 28 schools controlled during the reporting period along with minibuses and personal vehicles used for business mileage ("grey fleet").

Reporting period

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

Quantification and reporting methodology

The report was compiled independently by energy consultants Briar Consulting Engineers Limited (part of the Zenengi group). The 2019 UK Government Environmental Reporting Guidelines and the GHG Protocol Corporate Accounting and Reporting Standard (revised edition) were followed. The 2021 UK Government GHG Conversion Factors for Company Reporting were used in emission calculations. The report has been reviewed independently by Briar Consulting Engineers Limited.

The electricity, gas, oil and minibus diesel consumption has been compiled from invoice records with some prorating to align consumption with the reporting period. Mileage claims were used to calculate energy use and emissions associated with grey fleet. On site renewable solar photovoltaic electricity has been monitored via meter readings. Exported energy is not measured but estimated to be 50% of total generation. Generally gross calorific values were used except for grey fleet mileage energy calculations as per Government GHG Conversion Factors.

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

STRATEGIC REPORT (continued)

Streamlined Energy and Carbon Reporting (continued)

Breakdown of energy consumption used to calculate emissions (kWh):

Energy type	2020/21	2019/20
Mandatory requirements:		
Gas	20,253,973	15,055,955
Purchased electricity from the grid	7,673,206	9,396,204
Transport fuel	82,240	222,855
Total energy (mandatory)	28,009,419	24,675,014
Voluntary requirements:		
Gas Oil	215,140	278,569
Consumed electricity from on-site renewable sources	25,329	7,160
Total energy (voluntary)	240,469	284,729
Total energy (mandatory & voluntary)	28,249,888	24,960,743

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

Emission source	2020/21	2019/20
Mandatory requirements:		
<u>Scope 1</u>		
Natural gas	3,709	2,768
Transport - Company owned vehicles (mini-buses)	0	18
<u>Scope 2</u>		
Purchased electricity (location-based)	1,629	2191
<u>Scope 3</u>		
Transport – Business travel in employee-owned vehicles	20	38
Total gross emissions (mandatory)	5,359	5,015
<u>Intensity ratios</u>		
Tonnes of CO ₂ e per pupil - mandatory emissions only	0.303	0.296
Tonnes of CO ₂ e per pupil - mandatory & voluntary emissions	0.306	0.300
Voluntary requirements:		
<u>Scope 1</u>		
Gas Oil	55	72
Consumed electricity from on-site renewable sources	0	0
Total gross emissions (voluntary)	55	72
Total gross emissions (mandatory & voluntary)	5,414	5,087

STRATEGIC REPORT (continued)

Streamlined Energy and Carbon Reporting (continued)

As expected, energy consumption was higher this year due to schools requiring windows to be open for ventilation as part of their COVID-19 response. This, coupled with reduced occupancy in the previous year due to the national lockdowns, has resulted in an expected increase in the carbon intensity ratios.

The Trust is committed to reducing longer term emissions and this year has seen the implementation of numerous energy efficiency measures, some of which include:

- ♦ Sir Joseph Williamson Mathematical School has installed a new energy efficient swimming pool plant upgrade along with improved window walling and a new ventilation system
- ♦ Hartley Primary Academy has been partly refurbished to include new insulation reducing thermal demand for the building

New energy efficient boilers have been installed within:

- ♦ Dartford Primary Academy
- ♦ The Leigh UTC
- ♦ Paddock Wood Primary Academy
- ♦ Marden Primary Academy
- ♦ The Halley Academy (in addition to boilers, new thermally efficient hot water calorifiers have also been installed)

LED lighting has been installed within:

- ♦ Sir Joseph Williamson Mathematical School
- ♦ Strood Academy
- ♦ Mascalls Academy
- ♦ Hartley Primary Academy
- ♦ The Halley Academy
- ♦ The Hundred of Hoo Academy

Electric meter upgrades in the form of smart meters have been installed at:

- ♦ Dartford Primary Academy
- ♦ Molehill Primary Academy
- ♦ Milestone Academy
- ♦ Peninsula East Primary Academy

STRATEGIC REPORT (continued)

Streamlined Energy and Carbon Reporting (continued)

Meters are scheduled to be installed at The Leigh (Caretakers House), Sir Joseph Williamson Mathematical School, High Halstow Primary Academy and Hartley Primary Academy.

Gas meter upgrade in the form of smart meters have been installed at:

- ◆ Peninsula East Primary Academy
- ◆ Cherry Orchard Primary Academy
- ◆ Dartford Primary Academy
- ◆ Eastcote Primary Academy
- ◆ High Halstow Primary Academy
- ◆ Langley Park Primary Academy
- ◆ Longfield Academy
- ◆ Mascalls Academy
- ◆ Milestone Academy
- ◆ Molehill Primary Academy
- ◆ Oaks Primary Academy
- ◆ Sir Joseph Williamson's Mathematical School
- ◆ The Hundred of Hoo Academy
- ◆ The Leigh Academy
- ◆ The Leigh UTC
- ◆ Tree Tops Primary Academy

Smart meters allow the Trust to better track energy use in the schools which benefit from them, and allow action to be taken in the event of an unexpected increase in electricity and gas consumption.

Plans for future periods

We are delighted with the achievements of our students in 2020/21 under extremely difficult and challenging circumstances. Our young people are the adults of tomorrow and we want to help them shape our world for the better. Our next set of goals – called *Vision 2025* – will have at the centre the major social, economic and technological challenges facing the world today:

STRATEGIC REPORT (continued)

Plans for future periods (continued)

Challenge 1: Modern lifestyles are destroying our planet and increasing inequality

We will develop environmentally conscious learners who feel empathy, act compassionately and behave ethically. Create pioneering social entrepreneurs with a sense of service to others, future generations and to the planet.

Challenge 2: Humans are overloaded with information

We will develop learners who think critically, based on a secure knowledge and understanding. Enable them to apply insight and determine the significance of information.

Challenge 3: Traditional jobs are being replaced by technology and globalisation

We will develop internationally-minded learners who are appreciative of difference and have a wide range of perspectives. Ensure they are adaptable, innovative and creative and can harness the power of digital technology.

Challenge 4: A lack of employment skills risks UK wealth and productivity

We will develop learners who have a positive can-do attitude and strong work ethic, able to collaborate and work as part of a team. Focus on STEM and employer links wherever possible to increase the volume of well-qualified young people entering the workplace.

AUDITOR

In so far as the Directors are aware:

- ◆ there is no relevant audit information of which the charitable company's auditor is unaware; and
- ◆ the Directors 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 Directors' report, incorporating a strategic report, was approved by the Board of Directors on 15 December 2021 and signed on the Board's behalf by:



A F X Green

Chairman

Governance statement 31 August 2021

Scope of responsibility

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

The Directors have delegated the day-to-day responsibility to the Chief Executive Officer, 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 agreements between the Trust and the Secretary of State for Education. The Chief Executive Officer is also responsible for reporting to the Directors any material weaknesses or breakdowns in internal control.

The Directors met four times during the year and at three of these scrutinised the financial reports of the Trust and its academies. The Board has agreed a scheme of delegation of financial powers and is supported in the discharge of its financial oversight responsibilities by the Resources Committee, which also met three times during the year, which scrutinises management accounts and holds executive budget holders to account for the effectiveness of financial management and budgetary control. The Audit Committee provides further support to the Directors by setting the Trust's programme of internal scrutiny and reporting to the Board on the adequacy of the Trust's financial and other controls and management of risks. Local Academy Boards are also sub-committees of the Board and provide Directors with further assurance on the adequacy of financial management and budgetary control through scrutiny of academy management accounts and by providing challenge to Principals. The Board is satisfied that these governance arrangements work effectively to assure Directors that they can fulfil their responsibilities for financial oversight of the Trust.

Governance

The information on governance included here supplements that described in the Directors' report and in the statement of Directors' responsibilities. Attendance at meetings is high and Directors give of their time generously to support committee and working party meetings.

Director	Number of meetings attended	Out of a possible
Ms A Barritte	3	3
Mr S P Beamish	4	4
Cllr Sir P Carter	3	4
Mr G Clewes	1	4
Mr M Costello	4	4
Mrs T Davies	4	4
Mr K Ellis	4	4
Ms H Esmonde	4	4
Mr AFX Green (Chairman)	4	4
Dr W Hogan-O'Neill	3	3
Mr J Nicholson	4	4
Professor M Snowden	1	4

Governance statement 31 August 2021

Governance (continued)

The Resources Committee is a sub-committee of the main Trust Board. Its purpose is to focus on compliance with approved budgets, policies, legislation and regulations. It is responsible to the Board of Directors. Three meetings were held in the year. Attendance at meetings in the year was as follows:

Committee Member	Number of meetings attended	Out of a possible
Mrs A Barritte	3	3
Mr S Brightman	1	3
Mr J Carter	3	3
Mr R Carter	3	3
Mrs T Davies (Chairman)	3	3
Mr D Mead	3	3
Mr Hogan-O'Neill	2	3
Ms K Shiner	2	2

The Standards Committee is a sub-committee of the main Trust Board. Its purpose is to focus on delivering the Trust and Academy curriculum to students and ensure that quality of teaching remains high. It is responsible to the Board of Directors. Attendance at meetings in the year was as follows:

Committee Member	Number of meetings attended	Out of a possible
Mr C Barker	3	3
Mr M Costello (Chairman)	3	3
Ms J Gall	2	3
Ms S Hague	3	3
Mr R Sherwood	2	3
Mr T Snowball	2	3
Prof M Snowden	2	3
Mr R Tibbott	2	3

Governance statement 31 August 2021

Governance (continued)

The Audit Committee is a sub-committee of the Directors. It helps the Board oversee financial and other controls including risk management, in the context of the planned growth in the network. The committee exists to ensure probity, efficiency, and compliance with the requirements of the ESFA Academies Financial Handbook. It is responsible to the Members. Three meetings were held in the year. Attendance at meetings in the year was as follows:

Committee Member	Number of meetings attended	Out of a possible
Mr J Carter	3	3
Ms M Charlton	2	3
Mrs T Davies	3	3
Mr K Ellis (Chairman)	3	3
Mr K Morrison	3	3
Mr R Race	2	3
Mr A Styles	2	3

Governance reviews

LAT undertook a thorough review of all facets of its governance structure as part of an ongoing focus on effective governance. Terms of Reference were reviewed for each Academy Board and committees and expectations relating to all governance roles were fully documented. The Governors' Handbook which now forms the basis for the induction process for all new academy governors was updated. From September 2021 a dedicated Governance Professional was appointed to support the efficient functioning of the Board. A new and updated Governance Portal has been developed to support governors at Trust Board and Academy Board level.

Review of value for money

As Accounting Officer, the Chief Executive Officer has responsibility for ensuring that the Trust delivers good value for money 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 Directors where value for money can be improved, including the use of benchmarking data where available. The Accounting Officer has delivered improved value for money during the year by:

- ♦ streamlining the senior management structure of some academies and the central trust to maintain a balanced budget in a climate of funding pressures and to better align leadership structures on desired outcomes for students.
- ♦ enhancing support services to academies across the Trust, including finance, human resources, estates management and IT to assist educational achievement in all academies. The centre delivers consistently high level educational and support services to academies with valuable economies of scale.

Governance statement 31 August 2021

Review of value for money (continued)

- ◆ continuing to achieve savings in energy costs as a result of three-year agreement with suppliers to set prices. Unit energy prices paid by academies were significantly below prevailing market rates.

During the year, the Trust paid due regard to Procurement Policy Notes 04/20 supported by additional DfE guidance as the Trust worked with key suppliers through the pandemic. In so doing, contract variations were agreed with a number of suppliers. These are summarised below:

- ◆ Examination boards. Examination fees were paid during the year, with examination boards agreeing credit notes to be rolled forward to the following year.
- ◆ Catering contracts. Arrangements were agreed with suppliers which reflected the non-delivery of school meals during the partial closure of academies. Close co-operation between the Trust and suppliers helped to mitigate the financial impact to both parties of reduced sales volumes
- ◆ Cleaning contracts. Suppliers continued to be paid during the partial closure of academies, with additional 'deep' cleans and full sanitisation carried out at academies which remained open.

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 to identify and prioritise the risks to achievement of the Trust's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place for the period 1 September 2020 to 31 August 2021 and up to the date of approval of the annual report and financial statements.

During the year the Trust was the victim of a fraud related to the payment of three invoices to a bank account purporting to be that of a supplier. In fact, the account belonged to a fraudulent third party. With the support of the Trust's bank, almost all of the initial losses were recovered. The final loss was £1,000. A full review was carried out and the incident was found to be isolated and not a result of weaknesses in our financial controls. Recommendations arising from the review were agreed by the Audit Committee and have been fully implemented.

Governance statement 31 August 2021

Capacity to handle risk

The Directors have reviewed the key risks to which the Trust is exposed together with the operating, financial and compliance controls implemented to mitigate those risks. The Directors are of the view that an ongoing process for identifying, evaluating and managing the Trust's significant risks has been in place for the period 1 September 2020 to 31 August 2021 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Directors.

The risk and control framework

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

- ◆ Comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports reviewed and agreed by the board of directors.
- ◆ Regular reviews by the Board and Resources Committee of financial performance against forecasts, major purchase plans, capital works and expenditure programmes.
- ◆ Setting targets to measure financial and other performance.
- ◆ Clearly defined asset purchase and capital investment guidelines.
- ◆ Delegation of authority and segregation of duties.
- ◆ Identification and management of risks and regular review of risks by the Audit Committee.

The Directors have considered the need for a specific internal audit function and decided to appoint Williams Giles Professional Services Limited as internal auditor. Upon receipt of their findings and recommendations, management reports to the Directors on the operation of the systems of control and on the discharge of the Board's financial responsibilities.

Williams Giles delivered their schedule of work as planned. The work carried out was as follows:

- ◆ Payroll – testing and review of payroll processes and review of starters and leaver procedures.
- ◆ Contract and procurement – review of contracts held within the Trust and testing of invoices to ensure they fall in line with the agreed contract.
- ◆ Governance – including compliance with the Academies Financial Handbook 2020.

Their findings and recommendations did not include any material control issues.

Governance statement 31 August 2021

Review of effectiveness

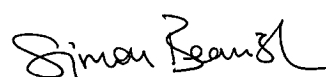
As Accounting Officer, the Chief Executive Officer has responsibility for reviewing the effectiveness of the systems of internal control. During the year in question, the review has been informed by:

- ◆ the work of the external auditor;
- ◆ the work of the internal auditor;
- ◆ the financial management and governance self-assessment process;
- ◆ the work of the Trust Executive Board which is responsible for the development and maintenance of the internal control framework.

Approved by order of the Board of Directors on 15 December 2021 and signed on their behalf by:



A F X Green
Chairman of Board



S P Beamish
Chief Executive Officer
and Accounting Officer

Statement on regularity, propriety and compliance 31 August 2021

As Accounting Officer of LAT, I have considered my responsibility to notify the Trust Board 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 2020.

I confirm that I and the Trust Board of Directors 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 agreements and the Academies Financial Handbook 2020.

With the exception of the immaterial loss of funds totalling £1,000 during the year, as reported in the Governance Statement, 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 Directors and the ESFA.



S P Beamish
CEO and Accounting Officer

Date: 15 December 2021.

Statement of trustees' responsibilities 31 August 2021

The Directors (who act as trustees of the Trust for the purposes of charity law) are responsible for preparing the Directors' report and the financial statements in accordance with the Academies Accounts Direction 2020 to 2021 issued 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 Directors to prepare financial statements for each financial year. Under company law, the Directors 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 Trust and of its income and expenditure for that period. In preparing these financial statements, the Directors are required to:

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles in the Charities SORP FRS 102 and the Academies Accounts Direction 2020 to 2021;
- ◆ make judgments and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom 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 Trust will continue in operation.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Trust's transactions and disclose with reasonable accuracy at any time the financial position of the Trust 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 Trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for ensuring that in its conduct and operation the Trust applies financial and other controls, which conform to the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from the ESFA have been applied for the purposes intended. The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Trust's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by order of the members of the Board of Directors on 15 December 2021 and signed on its behalf by:



A F X Green, Chairman of Board

Independent auditor's report on the financial statements 31 August 2021

Independent auditor's report on the financial statements to the Members of Leigh Academies Trust

Opinion

We have audited the financial statements of Leigh Academies Trust (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 August 2021 which comprise the group statement of financial activities, the group and charitable parent company balance sheets, the group statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice), 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) (the Charities SORP FRS 102) and the Academies Accounts Direction 2020 to 2021.

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 August 2021, and of the group's income and expenditure for the period 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 FRS 102 and Academies Accounts Direction 2020 to 2021.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group 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 Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Independent auditor's report on the financial statements 31 August 2021

Conclusions relating to going concern (continued)

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 group or charitable parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The Directors 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- ◆ the information given in the Directors' report, which includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the Directors' report, which includes the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report including the strategic report.

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

- ◆ adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or

Independent auditor's report on the financial statements 31 August 2021

Matters on which we are required to report by exception (continued)

- ◆ the charitable parent company financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of Directors' remuneration specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit.

Responsibilities of Directors

As explained more fully in the Directors' responsibilities statement, the Directors 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 directors 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 Directors are responsible for assessing the group's and the charitable parent company'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 Directors either intend to liquidate the group or the charitable parent company 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.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ we identified the laws and regulations applicable to the group through discussions with management and from our knowledge of the academy trust sector;
- ◆ the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;

Independent auditor's report on the financial statements 31 August 2021

Auditor's responsibilities for the audit of the financial statements (continued)

- ◆ we considered the legal and regulatory frameworks that are applicable to the group and determined that the most significant are the Companies Act 2006, the Charities SORP FRS 102, the Academies Accounts Direction 2020 to 2021, the Academies Financial Handbook 2020, and the Trust's funding agreement with the ESFA as well as legislation pertaining to safeguarding in the UK;
- ◆ we understood how the group is complying with those legal and regulatory frameworks by making inquiries to management and those responsible for legal, compliance and governance procedures. We corroborated our inquiries through our review of the minutes of Directors' meetings, minutes of meetings of the Audit Committee and the subsidiary company directors' meetings and papers provided to the Directors.
- ◆ we planned and carried out a separate limited assurance engagement in respect of regularity, propriety and compliance in accordance with the Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts issued by the ESFA, as set out in our separate independent reporting accountant's assurance report on regularity.
- ◆ we reviewed the circumstances which led to an externally perpetrated fraud against the charitable company.

We assessed the susceptibility of the group's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- ◆ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ tested journal entries to identify unusual transactions;
- ◆ tested the authorisation of expenditure as part of our substantive testing thereon;
- ◆ assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias;
- ◆ reviewed the findings of the internal auditors;
- ◆ used data analytics to identify any significant or unusual transactions and identify the rationale for them;
- ◆ reviewed the charitable company's assessment of how a fraud was perpetrated and the resultant actions taken by the charitable company; and

Independent auditor's report on the financial statements 31 August 2021

Auditor's responsibilities for the audit of the financial statements (continued)

- ♦ reviewed the charitable company's controls and systems to identify other weaknesses which could allow a fraud to be successful.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ♦ agreeing financial statement disclosures to underlying supporting documentation;
- ♦ reviewing the minutes of Directors' meetings and subsidiary company directors' meetings;
- ♦ enquiring of management and those charged with governance as to actual and potential litigation and claims;
- ♦ reviewing any available correspondence with Ofsted, ESFA and HMRC; and
- ♦ the work undertaken in relation to the limited assurance engagement in respect of regularity, propriety and compliance in accordance with the Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts issued by the ESFA, as set out in our separate independent reporting accountant's assurance report on regularity.

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. International Standards on Auditing 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.

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

Use of our report

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



20 December 2021

Katharine Patel (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Independent reporting accountant's report on regularity 31 August 2021

Independent reporting accountant's assurance report on regularity to Leigh Academies Trust and the Education and Skills Funding Agency

In accordance with the terms of our engagement letter dated 5 October 2021 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 Leigh Academies Trust during the period from 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 Leigh Academies Trust and the ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Leigh Academies 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 Leigh Academies Trust and the ESFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of LAT's Accounting Officer and the reporting accountant

The Accounting Officer is responsible, under the requirements of Leigh Academies Trust's funding agreements with the Secretary of State for Education dated 1 February 2012 and 29 April 2013 and the Academies Financial Handbook, extant from 1 September 2020, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2020 to 2021. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period 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.

Independent reporting accountant's report on regularity 31 August 2021

Approach (continued)

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

We were made aware by the Trust of a fraud perpetrated by an external source.

The work undertaken to draw to our conclusion includes:

- ◆ An assessment of the risk of material irregularity and impropriety across all of the Trust's activities;
- ◆ Further testing and review of the areas identified through the risk assessment including enquiry, identification of control processes and examination of supporting evidence across all areas identified as well as additional verification work where considered necessary;
- ◆ Consideration of evidence obtained through the work detailed above and the work completed as part of our financial statements audit in order to support the regularity conclusion; and
- ◆ A review of the circumstances and controls breach which led to the fraud being successful together with the subsequent recovery of funds resulting in a net loss of £1,000 to the Trust.

Conclusion

With the exception of the externally perpetrated fraud resulting in an immaterial loss to the Trust, as noted above and also within the Governance Statement, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 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.



20 December 2021

Buzzacott LLP, Reporting Accountant
130 Wood Street
London
EC2V 6DL

Consolidated statement of financial activities Year to 31 August 2021

	Notes	Unrestricted funds £'000	Restricted funds			2021 Total Funds £'000	2020 Total Funds £'000
			ESFA £'000	General £'000	Fixed assets £'000		
Income from:							
Donations and capital grants	2	90	—	—	79,290	79,380	4,821
Transfer from Pre-School Learning Alliance		—	—	—	—	—	113
Transfers on schools joining the Trust	23	—	—	—	—	—	7,015
Transfer from local authority on conversion	23	—	—	25	2,905	2,930	—
Charitable activities:							
· Funding for the Trust's educational operations	5	—	106,839	10,462	—	117,301	104,313
· Teaching Schools	5	136	—	720	—	856	933
Other trading activities	3	477	—	2,804	—	3,281	2,738
Investments	4	1	—	—	—	1	26
Total income		704	106,839	14,011	82,195	203,749	119,959
Expenditure on:							
Raising funds	6	67	—	185	—	252	72
Charitable activities:							
· Trust's educational operations	6	—	114,316	10,462	9,608	134,386	120,991
· Teaching Schools	6	—	—	819	—	819	1,032
Total expenditure	6	67	114,316	11,466	9,608	135,457	122,095
Net income (expenditure) before transfers		637	(7,477)	2,545	72,587	68,292	(2,136)
Transfers between funds	20	(1)	22	(2,982)	2,961	—	—
Net income (expenditure) for the year		636	(7,455)	(437)	75,548	68,292	(2,136)
Other recognised gains and losses							
Actuarial (losses) on defined benefit pension schemes	20	—	(6,645)	—	—	(6,645)	(6,454)
Net movement in funds		636	(14,100)	(437)	75,548	61,647	(8,590)
Balances brought forward at 1 September 2020		2,140	(59,132)	1,860	228,627	173,495	182,085
Balances carried forward at 31 August 2021		2,776	(73,232)	1,423	304,175	235,142	173,495

All of the Trust's activities derived from continuing operations during the above two financial periods. There is no difference between the net movement in funds stated above and its historical cost equivalent. The statement of financial activities analyses all the capital and income resources and expenditures of the Trust during the year and reconciles the movements in funds.

The comparative statement of financial activities is given in note 8 to the financial statements.

Balance sheet 31 August 2021

		2021		2020	
	Notes	Group £'000	Leigh Academies Trust £'000	Group £'000	Leigh Academies Trust £'000
Fixed assets					
Intangible fixed assets	13	—	—	—	—
Tangible fixed assets	14	307,330	307,330	232,743	232,743
		307,330	307,330	232,743	232,743
Current assets					
Debtors	17	6,739	7,321	5,008	5,509
Stock		12	12	9	9
Cash at bank and in hand		18,345	17,775	14,341	13,761
		25,096	25,108	19,358	19,279
Liabilities					
Creditors: amounts falling due within one year	18	(22,198)	(22,097)	(17,446)	(17,394)
Net current assets		2,898	3,011	1,912	1,885
Total assets less current liabilities		310,228	310,341	234,655	234,628
Creditors: amounts falling due after more than one year	19	(1,854)	(1,854)	(2,028)	(2,028)
Net assets excluding pension scheme liability		308,374	308,487	232,627	232,600
Pension scheme liability	9	(73,232)	(73,232)	(59,132)	(59,132)
Total net assets		235,142	235,255	173,495	173,468
Restricted funds					
Fixed asset funds	20	304,175	304,175	228,627	228,627
Restricted income funds	20	1,423	1,479	1,860	1,860
Pension reserve	20	(73,232)	(73,232)	(59,132)	(59,132)
Total restricted funds		232,366	232,422	171,355	171,355
Unrestricted income funds					
General fund	20	2,748	2,833	2,112	2,113
Funds retained with subsidiary	20	28	—	28	—
Total funds		235,142	235,255	173,495	173,468

Approved by the board on 15 December 2021
and signed on behalf of the Board of Directors by:



A F X Green
Chairman

Consolidated statement of cash flows Year to 31 August 2021

		2021 £'000	2020 £'000
Net cash flows from operating activities			
Net cash provided by operating activities	A	6,061	4,176
Cash flows used in investing activities			
Cash flows used in investing activities	B	(2,000)	(885)
Cash flows used in financing activities			
Cash flows used in financing activities	C	(101)	(144)
Cash flows from conversions academies joining the Trust	20	44	334
Change in cash and cash equivalents in the year		4,004	3,481
Cash and cash equivalents at 1 September 2020		14,341	10,860
Cash and cash equivalents at 31 August 2021		18,345	14,341
A Reconciliation of income (expenditure) to net cash flow from operating activities			
		2021 £'000	2020 £'000
Net (income)/expenditure for the year (as per the statement of financial activities)		68,292	(2,136)
Adjusted for:			
Amortisation (note 13)		—	—
Depreciation charges (note 14)		9,609	8,419
Capital grants from DfE and other capital income		(6,367)	(4,543)
Inherited fixed assets		(72,717)	(87)
Assets transferred from conversions/existing academies		(2,905)	(6,794)
Cash transferred from Local Authority		(44)	(334)
Interest receivable (note 4)		(1)	(26)
Defined benefit pension scheme obligation inherited		—	—
Defined benefit pension scheme cost less contributions payable (note 9)		6,538	5,624
Defined benefit pension scheme finance cost (note 9)		917	845
Capital funding from sponsors and others		(206)	(12)
Profit from sale of tangible fixed assets		(3)	—
(Increase) in debtors		(1,731)	(857)
Increase in creditors		4,679	4,077
Net cash provided by operating activities		6,061	4,176
B Cash flows from investing activities			
		2021 £'000	2020 £'000
Interest received		1	26
Purchase of tangible fixed assets		(81,291)	(5,553)
Capital grants from DfE/ESFA		6,367	4,543
Inherited fixed assets		72,717	87
Capital funding received from sponsors and others		206	12
Net cash used in investing activities		(2,000)	(885)

Consolidated statement of cash flows Year to 31 August 2021

C Cash flows from financing activities

	2021 £'000	2020 £'000
Repayments of borrowing	(120)	(144)
Loan transferred from conversion/existing academies	19	—
Net cash used in financing activities	(101)	(144)

D Analysis of cash and cash equivalents

	2021 £'000	2020 £'000
Cash at bank and in hand	18,345	14,341
Total cash and cash equivalents	18,345	14,341

E Analysis of changes in net debt

	At 1 September 2020 £'000	Cash flows £'000	At 31 August 2021 £'000
Cash at bank	14,341	4,004	18,345
Loans falling due within one year	(48)	(72)	(120)
Loans falling due after more than one year	(2,028)	174	(1,854)
Total	12,265	4,106	16,371

Principal accounting policies 31 August 2021

Statement of 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.

Leigh Academies Trust meets the definition of a public benefit entity under FRS 102.

Basis of consolidation

The consolidated statement of financial activities and group balance sheet include the financial statements of the charitable company, its trading subsidiaries LAT Enterprises C.I.C and LAT Apprenticeships C.I.C and its charitable subsidiary Hundred of Hoo Nursery and Kids Club Limited made up to the balance sheet date.

No separate statement of financial activities has been presented for Leigh Academies Trust alone, as permitted by Section 408 of the Companies Act 2006.

Going concern

The Directors 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 company to continue as a going concern. In making this assessment the Directors have considered the impact of the ongoing Covid-19 situation on the Trust. The Directors make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the academy Trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the 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 income is recognised when the Trust has entitlement to the funds, the receipt is probable and the amount can be measured reliably.

Income (continued)

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.

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

Donations

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

Other income

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

Transfer on conversion

Where assets and liabilities are received by the Trust on schools joining the Trust, 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.

Transfer of existing academies into the Trust

Where assets are received on the transfer of an existing academy into the Trust, 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, which is on signing of the transfer agreement with the transferring Trust. An equal amount of income is recognised for the transfer of an existing academy into the Trust within donations and capital grant income.

Principal accounting policies 31 August 2021

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.

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.

All expenditure is stated net of recoverable VAT.

Intangible fixed assets

Intangible assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment. Amortisation is provided on intangible fixed assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life, as follows:

- ◆ Purchased computer software 33% per annum

Tangible fixed assets

Tangible fixed assets acquired since the Trust was established are included in the accounts at cost or deemed cost on the transfer in of property from a Local Authority school and other academy trusts. Assets other than land and buildings inherited on establishment of the Trust are assumed to be fully depreciated.

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 restricted fixed asset funds (in the statement of financial activities and carried forward in the balance sheet) and are released to the statement of financial activities over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

Principal accounting policies 31 August 2021

Tangible fixed assets (continued)

Equipment, other than computer equipment and IT software, costing less than £1,000 per individual item or groups of related items is written off in the year of acquisition. All other equipment is capitalised.

Tangible fixed assets are written off over their estimated useful lives on a straight line basis at the following annual rates:

- ◆ Freehold and leasehold properties 2-4%
- ◆ Furniture and equipment 20%
- ◆ Computer equipment 33%
- ◆ Motor vehicles 20%

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying amount of the 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.

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.

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.

Principal accounting policies 31 August 2021

Financial instruments

The Academy Trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the 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 16. Prepayments are not financial instruments. Amounts due from the Trust's wholly owned subsidiary are held at face value less any impairment.

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

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

Investments

The Trust's shareholding in the wholly owned subsidiary, LAT Enterprises C.I.C, is included in the balance sheet at the cost of the share capital owned, less any impairment. There is no readily available market value and the cost of valuation exceeds the benefit derived.

Stock

Unsold uniforms and catering stocks are valued at the lower of cost or net realisable value.

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.

Pensions 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.

Pensions benefits (continued)

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 9, 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 funds represent those resources which may be used towards meeting any of the charitable objects of the Trust at the discretion of the Directors.

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 Education and Skills Funding Agency.

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 areas of judgement (continued)

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 for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 9, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 August 2021. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Critical areas of judgement

There were no areas of judgement that had a significant effect on the amounts recognised in the financial statements.

Agency arrangements

The Trust acts as an agent in distributing 16-19 bursary funds from the ESFA. Payments received from the ESFA and subsequent disbursements to students are excluded from the statement of financial activities as the Trust does not have control over the charitable application of the funds. The funds received and paid and balances held are disclosed in note 27.

Notes to the accounts 31 August 2021

1 General Annual Grant (GAG)

Under the funding agreements with the Secretary of State, none of the academies within the Trust were subject to limits at 31 August 2021 on the amount of GAG that could be carried forward from one year to the next.

2 Donations and capital grants

	Unrestricted funds £'000	Restricted funds £'000	Restricted fixed assets funds £'000	2021 Total funds £'000	2020 Total funds £'000
Capital grants	—	—	6,367	6,367	4,543
Donated fixed assets (see note 14)	—	—	72,717	72,717	87
Other donations	90	—	206	296	191
	90	—	79,290	79,380	4,821

	Unrestricted funds £'000	Restricted funds £'000	Restricted fixed assets funds £'000	2020 Total funds £'000
Capital grants	—	—	4,543	4,543
Donated fixed assets	—	—	87	87
Other donations	179	—	12	191
	179	—	4,642	4,821

3 Other trading activities

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
Hire of facilities	115	—	115	172
Income from other charitable activities	—	1,394	1,394	1,300
Income from ancillary trading activities	19	1,282	1,301	736
LAT Enterprise C.I.C-Income	342	—	342	467
LAT Apprenticeships C.I.C-Income	1	129	129	63
	477	2,804	3,281	2,738

Notes to the accounts 31 August 2021

3 Other trading activities (continued)

	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000
Hire of facilities	172	—	172
Income from other charitable activities	—	1,300	1,300
Income from ancillary trading activities	—	736	736
LAT Enterprises C.I.C – Income from lettings	467	—	467
LAT Apprenticeships CiC income	—	63	63
	639	2,099	2,738

4 Investments

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
Bank interest receivable	1	—	1	26

	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000
Bank interest receivable	26	—	26

5 Funding for the Trust's educational operations

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
DfE/ESFA grants				
General Annual Grant (GAG) (note 1)	—	93,915	93,915	85,649
Other DfE/ESFA grants				
Teacher training	136	720	856	933
UIFSM	—	577	577	518
Pupil Premium	—	4,321	4,321	4,203
Others	—	6,141	6,141	4,629
	136	105,674	105,810	95,932
Other Government grants				
Local authority grants	—	10,462	10,462	9,598
	—	10,462	10,462	9,598
COVID-19 additional funding (DfE/ESFA)				
Catch-up premium	—	1,358	1,358	—
COVID-19 additional funding (non-DfE/ESFA)				
Coronavirus Job Retention scheme	—	96	96	—
Other COVID-19 funding	—	431	431	—
	—	1,885	1,885	—
	136	118,021	118,157	105,330

5 Funding for the Trust's educational operations (continued)

The Trust received £1,358,000 of funding for catch-up premium and costs incurred in respect of this funding totalled £1,358,000. All funds were spent at 31 August 2021.

The Trust furloughed some of its catering staff under the government's CJRS. The funding received of £96,000 relates to staff costs in respect of 52 staff whose related costs are included within note 9 as appropriate.

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

	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000
DfE/ESFA grants			
General Annual Grant (GAG) (note 1)	—	85,649	85,649
Other DfE/ESFA grants			
Teacher training	92	841	933
UIFSM	—	518	518
Pupil Premium	—	4,203	4,203
Others	—	4,629	4,629
	92	95,840	95,932
Other Government grants			
Local authority grants	—	9,598	9,598
	—	9,598	9,598
	92	105,438	105,330

6 Expenditure

	Staff costs £'000	Premises £'000	Other costs £'000	Total 2021 £'000	Total 2020 £'000
Expenditure on raising funds	192	—	60	252	72
Trust's educational operations					
Direct costs (note 7)	80,807	9,609	5,607	96,023	87,240
Allocated support costs (note 7)	20,270	10,391	7,702	38,363	33,751
Teaching School (note 28)	174	—	645	819	1,032
	101,443	20,000	14,014	135,457	122,095

	Staff costs £'000	Premises £'000	Other costs £'000	Total 2020 £'000
Expenditure on raising funds	37	—	35	72
Trust's educational operations				
Direct costs (note 7)	73,848	7,578	5,814	87,240
Allocated support costs (note 7)	18,511	8,834	6,406	33,751
Teaching School (note 28)	153	1	878	1,032
	92,549	16,413	13,133	122,095

6 Expenditure (continued)

	2021 £'000	2020 £'000
The result for the year is stated after charging:		
Operating lease rentals	1,451	1,408
Depreciation	9,609	8,419
Fees payable to auditor for:		
. Audit	67	64
. Other services	9	20

7 Charitable activities – Trust's educational operations

	2021 Total funds £'000	2020 Total funds £'000
Direct costs – educational operations	96,023	87,240
Support costs – educational operations	38,363	33,751
	134,386	120,991

	2021 Total funds £'000	2020 Total funds £'000
Analysis of support costs		
Support staff costs	20,270	18,511
Recruitment and other staff costs	424	593
Depreciation and amortisation	961	839
Technology costs	2,571	1,839
Premises costs	9,430	8,834
Legal costs – conversion	9	4
Legal costs – other	122	9
Other support costs	4,495	2,920
Governance costs (legal and professional fees)	81	202
Total support costs	38,363	33,751

8 Comparative information

Analysis of income and expenditure in the year ended 31 August 2020 between restricted and unrestricted funds:

	Unrestricted funds £'000	Restricted funds			2020 Total Funds £'000
		ESFA £'000	General £'000	Fixed assets £'000	
Income from:					
Donations and capital grants	179	—	—	4,642	4,821
Transfer from Pre-School Learning Alliance	104	—	—	9	113
Transfers on schools joining the Trust	—	—	183	6,832	7,015
Charitable activities:					
· Funding for the Trust's educational operations	—	94,715	9,598	—	104,313
· Teaching Schools	92	—	841	—	933
Other trading activities	639	—	2,099	—	2,738
Investments	26	—	—	—	26
Total income	1,040	94,715	12,721	11,483	119,959
Expenditure on:					
Raising funds	70	—	—	2	72
Charitable activities:					
· Trust's educational operations	—	102,976	9,598	8,417	120,991
· Teaching Schools	—	—	1,032	—	1,032
Total expenditure	70	102,976	10,630	8,419	122,095
Net income (expenditure) before transfers	970	(8,261)	2,091	3,064	(2,136)
Transfers between funds	(2,182)	6,023	(5,109)	1,268	—
Net income (expenditure) for the year	(1,212)	(2,238)	(3,018)	4,332	(2,136)
Other recognised gains and losses					
Actuarial (losses) on defined benefit pension schemes	—	(6,454)	—	—	(6,454)
Net movement in funds	(1,212)	(8,692)	(3,018)	4,332	(8,590)
Balances brought forward at 1 September 2019	3,352	(50,440)	4,878	224,295	182,085
Balances carried forward at 31 August 2020	2,140	(59,132)	1,860	228,627	173,495

9 Staff costs

(a) Staff costs

Staff costs during the year were:

	Total 2021 £'000	Total 2020 £'000
Wages and salaries	71,878	66,120
Social security costs	6,995	6,286
Pension costs	21,131	18,850
Apprenticeship levy	331	328
	100,335	91,584
Supply staff costs	539	902
Staff restructuring costs	569	63
	101,443	92,549

	2021 £'000	2020 £'000
Staff restructuring costs comprise		
Redundancy payments	279	—
Severance payments	277	63
	556	63

(b) Staff restructuring costs

Included in staff restructuring costs are non-statutory/non-contractual severance payments totalling £276,780 (2020: £63,147). Individually, the payments were £35,000; £32,243; £30,000; £25,500; £24,712; £21,750; £20,969; £20,625; £16,000; £15,000; £13,100; £12,000; £5,000; £3,381; £1,500.

(c) Staff numbers

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

	2021 No.	2020 No.
Teaching	970	898
Administration and support	1,723	1,478
Management	253	234
	2,946	2,610

9 Staff costs (continued)

(d) Higher paid staff

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

	2021 No.	2020 No.
£60,001 - £70,000	67	45
£70,001 - £80,000	31	32
£80,001 - £90,000	12	5
£90,001 - £100,000	8	8
£100,001 - £110,000	5	9
£110,001 - £120,000	6	2
£120,001 - £130,000	1	2
£130,001 - £140,000	2	1
£140,001 - £150,000	1	1
£150,001 - £160,000	2	1
£230,001 - £240,000	—	1
£250,001 - £260,000	1	—
	136	107

(e) Key management personnel

The key management personnel of the Academy Trust comprise the Executive Directors and Academy Principals. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the Academy Trust was £4,053,859 (2020: £4,002,264).

(f) Pension and similar obligations

The Academy Trust's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff. The Trust participates via three local authorities Kent County Council, London Borough of Bexley and Royal Borough of Greenwich. Both are multi-employer defined benefit schemes.

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

Contributions amounting to £1,680,000 were payable to the schemes at 31 August 2021 (2020: £1,511,000) and are included within creditors.

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.

9 Staff costs (continued)

(f) Pension and similar obligations (continued)

Teachers' Pension Scheme (continued)

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

Valuation of the Teachers' Pension Scheme

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

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

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

The employer's pension costs paid to TPS in the period amounted to £12,664,000 (2020: £11,479,000).

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

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

Notes to the accounts 31 August 2021

9 Staff costs (continued)

(f) Pension and similar obligations (continued)

Local Government Pension Scheme (LGPS)

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 £5,156,000, of which employer's contributions totalled £4,249,000 and employees' contributions totalled £1,267,000. The agreed contribution rates for future years are unknown pending valuation information.

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of an Academy Trust 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	At 31 August 2021	At 31 August 2020
Rate of increase in salaries	4.0%	3.4%
Rate of increase for pensions in payment / inflation	2.9%	2.3%
Discount rate for scheme liabilities	1.7%	1.7%

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

	At 31 August 2021	At 31 August 2020
<i>Retiring today</i>		
Males	21.5	21.7
Females	24.1	24.3
<i>Retiring in 20 years</i>		
Males	23.0	22.6
Females	25.7	25.1

Sensitivity analysis	At 31 August 2021 £'000	At 31 August 2020 £'000
Discount rate +0.1%	143,635	116,659
Discount rate -0.1%	(150,885)	(122,547)
Mortality assumption – 1 year increase	153,155	124,085
Mortality assumption – 1 year decrease	(141,528)	(115,229)
CPI rate +0.1%	149,025	121,047
CPI rate -0.1%	(145,444)	(118,121)

9 Staff costs (continued)

(f) Pension and similar obligations (continued)

Local Government Pension Scheme (LGPS) (continued)

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

	Fair value at 31 August 2021 £'000	Fair value at 31 August 2020 £'000
Equities	48,477	34,307
Bonds	11,244	8,936
Property	7,582	6,635
Cash	1,959	1,646
Other	5,947	9,940
Total market value of assets	75,209	61,464
Present value of scheme liabilities		
Funded	(148,441)	(120,596)
Deficit in the scheme	(73,232)	(59,132)
	2021 £'000	2020 £'000
Amounts recognised in statement of financial activities		
Current service cost	(6,538)	(5,624)
Net interest cost	(917)	(845)
Total amount recognised in the SOFA	(7,455)	(6,469)
Changes in the present value of defined benefit obligations were as follows:	2021 £'000	2020 £'000
At 1 September 2020	120,596	99,478
Current service cost	10,172	8,125
Interest cost	1,937	1,891
Employee contributions	1,267	1,152
Actuarial loss	16,922	11,517
Change in demographic assumptions	(1,642)	(3,100)
Benefits paid	(1,694)	(863)
Plan introductions, benefit changes, curtailments and settlements	883	2,396
At 31 August 2021	148,441	120,596

9 Staff costs (continued)

(f) Pension and similar obligations (continued)

Local Government Pension Scheme (LGPS) (continued)

Changes in the fair value of the Trust's share of scheme assets:	2021 £'000	2020 £'000
At 1 September 2020	61,464	53,269
Interest income	1,020	1,046
Actuarial gain	8,635	1,963
Employer contributions	4,249	3,769
Employee contributions	1,267	1,152
Benefits paid	(1,694)	(863)
Administration expenses	(45)	(34)
Settlement	313	1,162
At 31 August 2021	75,209	61,464

10 Directors' remuneration and expenses

Staff Directors only receive remuneration in respect of the services they provide in undertaking their role as an employee and not in respect of their services as a Director. Other Directors did not receive any payments, other than expenses, from the Trust in respect of their role as directors. The value of Staff Directors' remuneration was as follows:

	Year to 31 August 2021 £'000	Year to 31 August 2020 £'000
S P Beamish (CEO and Director)		
Remuneration	255-260	235-240
Employer's Pension contributions	50-55	45-50

Directors of the Trust received payment for reimbursement of travel and subsistence expenses incurred in the course of their duties in the year ended 31 August 2021 of £771 (2020: £117). No Director has any beneficial interest in any contract with the company.

11 Directors', Governors' and officers' insurance

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

12 a. Central services

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

- ◆ Financial services;
- ◆ Legal services;
- ◆ Educational support services;
- ◆ Human Resources;
- ◆ Leadership and Governance; and
- ◆ Estates.

The Trust has charged for these services on the basis of 2% (2020: 3.6%) of income less pupil premium grant per Academy. The contributions made by academies charged during the year for these services are set out below.

b. Support services

Following a budget reorganisation from September 2020, support service costs previously included in academy budgets were moved to a centrally-managed support services budget. This is cost-neutral for academies and provides greater transparency of support costs. The following support services were managed centrally with costs met from academy budgets:

- ◆ Financial services, including staff based in academies
- ◆ People services
- ◆ IT services, including staff based in academies
- ◆ Estates services, including staff based in academies

Notes to the accounts 31 August 2021

12 b. Support services (continued)

	Support services 2021 £'000	Central services	
		2021 £'000	2020 £'000
Allhallows Primary Academy	170	24	36
Bearsted Primary Academy	124	8	—
Cherry Orchard Primary Academy	165	40	52
Dartford Primary Academy	268	58	100
Eastcote Primary Academy	92	22	40
Hartley Primary Academy	186	38	64
High Halstow Primary School	113	19	31
Horsmonden Primary Academy	97	17	27
Hundred of Hoo Academy	974	202	309
Hundred of Hoo Nursery and Kids Club	—	10	10
Langley Park Primary Academy	170	35	59
Leigh Academy Blackheath	414	83	93
The Leigh Academy	764	178	295
The Leigh UTC	474	104	124
Longfield Academy	659	141	225
Mascalls Academy	681	136	231
Milestone Academy	562	151	252
Molehill Primary Academy	156	30	50
Marden Primary Academy	129	26	—
Oaks Primary Academy	131	24	45
Paddock Wood Primary Academy	258	48	88
Sir Joseph Williamson's Mathematical School	712	146	247
Snowfields Academy	206	36	—
Stationers' Crown Woods Academy	518	218	380
Stoke Primary Academy	—	—	—
Strood Academy	778	160	267
The Halley Academy	1,157	176	304
Tree Tops Primary Academy	174	28	48
Wilmington Academy	669	161	247
	10,801	2,319	3,624

13 Intangible fixed assets

	Computer software £'000	Total funds £'000
Group and Trust		
Cost		
At 1 September 2020	146	146
At 31 August 2021	146	146
Amortisation		
At 1 September 2020	146	146
Charge in year	—	—
At 31 August 2021	146	146
Net book value		
At 31 August 2021	—	—
At 31 August 2020	—	—

Notes to the accounts 31 August 2021

14 Tangible fixed assets

Group	Freehold land and buildings £'000	Leasehold buildings £'000	Furniture and equipment £'000	Computer equipment and software £'000	Motor vehicles £'000	Total £'000
Cost						
At 1 September 2020	78,481	185,079	10,440	13,713	164	287,877
Transfers on schools joining the Trust (note 23)	—	2,753	152	—	—	2,905
Additions	70	76,363	2,612	2,246	—	81,291
At 31 August 2021	78,551	264,195	13,204	15,959	164	372,073
Depreciation						
At 1 September 2020	13,052	23,715	7,996	10,224	147	55,134
Charge for year	1,718	4,622	1,106	2,156	7	9,609
At 31 August 2021	14,770	28,337	9,102	12,380	154	64,743
Net book values						
At 31 August 2021	63,781	235,858	4,102	3,579	10	307,330
At 31 August 2020	65,429	161,364	2,444	3,489	17	232,743

Trust	Freehold land and buildings £'000	Leasehold buildings £'000	Furniture and equipment £'000	Computer equipment and software £'000	Motor vehicles £'000	Total £'000
Cost						
At 1 September 2020	78,481	185,079	10,417	13,713	164	287,854
Transfers on schools joining the Trust (note 23)	—	2,753	152	—	—	2,905
Additions (see below)	70	76,363	2,612	2,246	—	81,291
At 31 August 2021	78,551	264,195	13,181	15,959	164	372,050
Depreciation						
At 1 September 2020	13,052	23,715	7,973	10,224	147	55,111
Charge for year	1,718	4,622	1,106	2,156	7	9,609
At 31 August 2021	14,770	28,337	9,079	12,380	154	64,720
Net book values						
At 31 August 2021	63,781	235,858	4,102	3,579	10	307,330
At 31 August 2020	65,429	161,364	2,444	3,489	17	232,743

The additions to leasehold buildings are in respect to buildings funded and constructed by the ESFA at Snowfields Academy, Bearsted Primary and Leigh Academy Blackheath (see note 2).

The land on which leasehold buildings are sited is leased at peppercorn rents. No value has been placed on the land in the financial statements due to restrictive covenants in the leases.

Marden Primary School joined the Trust during the year. Details of the value of the buildings transferred to Leigh Academies Trust are included in note 23.

14 Tangible fixed assets (continued)

Stationers' Crown Woods Academy joined the Trust on 1 September 2014, and is subject to a contract under the Private Finance Initiative (PFI) which commenced in 2012. Under this contract the Academy premises are maintained and managed for a period of 25 years by the PFI-Contractor subject to contractual annual fees paid by the Academy. Upon expiry of the PFI contract, the residual benefit of the premises passes to the Academy as a result of a 125 year lease granted to the Academy. The ESFA issued guidance within the Academies Accounts Direction which concurs with the treatment adopted by Leigh Academies Trust.

15 Wholly owned trading subsidiaries

In October 2019, LAT Apprenticeships C.I.C was incorporated in England and is a 100% owned subsidiary of the Trust. The principal activity of the subsidiary is to provide a programme of apprenticeships.

The results of LAT Apprenticeships were highly immaterial to the Trust during the first period of trading and were not included in the results of the Trust in 2020. The results have been consolidated for the year ended 31 August 2021.

A summary of the results for the year and position at the year end of LAT Apprenticeships C.I.C, which have been included in the 2021 consolidated financial statements is shown below:

	2021 £'000	2020 £'000
Turnover	129	63
Cost of sales	(148)	(35)
Gross loss	(19)	28
Administrative expenses	(37)	(49)
Loss on ordinary activities	(56)	(21)
Tax	—	—
Loss on ordinary activities after taxation	(56)	(21)

The assets and liabilities of the subsidiary were:

	2021 £'000	2020 £'000
Current assets	97	63
Creditors: amounts falling due within one year	(267)	(84)
Total net liabilities	(170)	(21)

The Trust owns 100% of the issued ordinary shares of LAT Enterprises C.I.C, a community interest company incorporated in England. The principal activities of the subsidiary are the provision of commercial and community IT training as an extension of the facilities made available to students and the letting of leisure and sports facilities to the community.

15 Wholly owned trading subsidiaries (continued)

A summary of the results for the year and position at the year end of LAT Enterprises C.I.C, which have been included in the consolidated financial statements is shown below:

	2021 £'000	2020 £'000
Turnover	342	485
Cost of sales	(47)	(37)
Gross profit	295	448
Administrative expenses	(20)	(34)
Profit on ordinary activities before Gift Aid and taxation	275	414
Gift Aid donation to Leigh Academies Trust	(275)	(414)
Tax	—	—
Profit on ordinary activities after taxation	—	—

The assets and liabilities of the subsidiary were:

	2021 £'000	2020 £'000
Current assets	531	585
Creditors: amounts falling due within one year	(503)	(557)
Total net assets	28	28

16 Other connected organisations

(a) Subsidiary charity

On 1 January 2019, the Trust acquired The Hundred of Hoo Nursery and Kids' Club Limited, a charitable company limited by guarantee. A summary of the results for the year and position at the year end of The Hundred of Hoo Nursery and Kids' Club which have been included in the consolidated financial statements is shown below:

	2021 £'000	2020 £'000
Income	543	452
Expenditure on charitable activities	(534)	(503)
Net income (expenditure)	9	(51)
Funds brought forward at 1 September 2020	62	113
Funds carried forward at 31 August 2021	71	62

The assets and liabilities of the charity were:

	2021 £'000	2020 £'000
Fixed assets	13	26
Current assets	153	104
Creditors: amounts falling due within one year	(95)	(68)
Total net assets	71	62

Notes to the accounts 31 August 2021

16 Other connected organisations (continued)

(b) Non-charitable unincorporated association

Kent and Medway Training (KMT) is a school-centred initial teacher training programme which is run as a partnership between 26 schools, with Leigh Academies Trust as the lead entity. The results of KMT are not included within the results of the Trust.

S P Beamish, CEO of LAT is Chairman of KMT and KMT operates from the Strood Academy site. During the year ended 31 August 2021, KMT agreed to a service level agreement to cover rent and other services. KMT was charged with rent of £27,000 (2020 – £27,000), £667,709 (2020 – £431,449) in recharged salaries and £155 (2020 – £58,970) in other services. As at 31 August 2021, KMT owed LAT £59,470 (2020 – £117,883). During the year ended 31 August 2021, LAT was charged £63,964 (2020 – £nil) in tuition fees.

17 Debtors

	Group 2021 £'000	Leigh Academies Trust 2021 £'000	Group 2020 £'000	Leigh Academies Trust 2020 £'000
Trade debtors	1,155	1,097	1,492	1,491
VAT recoverable	1,413	1,417	394	393
Amount due from LAT Enterprises C.I.C	—	665	—	505
Other debtors	537	537	374	372
Prepayments and accrued income	3,634	3,605	2,748	2,748
	6,739	7,321	5,008	5,509

18 Creditors: amounts falling due within one year

	Group 2021 £'000	Leigh Academies Trust 2021 £'000	Group 2020 £'000	Leigh Academies Trust 2020 £'000
Trade creditors	8,160	8,152	3,614	3,612
Taxation and social security	1,792	1,792	1,628	1,628
ESFA creditor: abatement of GAG	379	379	583	583
Loan	120	120	48	48
Other creditors	3,154	3,148	3,156	3,152
Accruals and deferred income	8,593	8,506	8,417	8,371
	22,198	22,097	17,446	17,394
Deferred income (included above)				
Deferred income at 1 September 2020	4,573	4,554	3,661	3,654
Resources deferred in the year	(4,024)	(4,005)	4,181	4,169
Amounts released from previous years	4,355	4,308	(3,269)	(3,269)
Deferred income at 31 August 2021	4,904	4,857	4,573	4,554

At the balance sheet date the Trust was holding funds received in respect of capital grants, development grants and other sources, which have been deferred to the financial year ending 31 August 2022.

19 Creditors: amounts falling due more than one year

	2021	2020
Group and Trust	£'000	£'000
Loans from ESFA	1,854	2,028
	1,854	2,028

Details of the loans outstanding are as below:

	Repayment due within one year £'000	Repayment due in more than one year £'000	2021 Total £'000	2020 Total £'000
Stationers' Crown Woods Academy	39	105	144	183
The Leigh UTC	—	1,488	1,488	1,488
Hartley Primary Academy	6	4	10	17
The Leigh Academy	16	84	100	116
Marden Primary Academy	2	15	17	—
The Halley Academy	57	158	215	272
	120	1,854	1,974	2,076

	Repayment due within one year £'000	Repayment due in more than one year £'000	2019 Total £'000
Stationers' Crown Woods Academy	15	168	183
The Leigh UTC	—	1,488	1,488
Hartley Primary Academy	1	16	17
The Leigh Academy	10	106	116
The Halley Academy	22	250	272
	48	2,028	2,076

20 Funds

	Balance at 1 September 2020 £'000	Income £'000	Expenditure £'000	Transfers, gains & losses £'000	Balance at 31 August 2021 £'000
Restricted ESFA funds					
General Annual Grant (GAG)	—	93,915	(93,937)	22	—
Pupil Premium	—	4,321	(4,321)	—	—
UIFSM	—	577	(577)	—	—
Catch-up premium	—	1,358	(1,358)	—	—
Coronavirus Job Retention Scheme grant	—	96	(96)	—	—
Other COVID-19 funding	—	431	(431)	—	—
Other grants	—	6,141	(6,141)	—	—
Pension reserve	(59,132)	—	(7,455)	(6,645)	(73,232)
	<u>(59,132)</u>	<u>106,839</u>	<u>(114,316)</u>	<u>(6,623)</u>	<u>(73,232)</u>
Restricted general funds					
Local authority grants	—	10,462	(10,462)	—	—
Transfer from local authority on conversion	—	25	(25)	—	—
LAT Apprenticeships C.I.C	—	128	(185)	1	(56)
Transfer from schools	—	—	—	—	—
Other restricted funds	1,860	3,396	(794)	(2,983)	1,479
	<u>1,860</u>	<u>14,011</u>	<u>(11,466)</u>	<u>(2,982)</u>	<u>1,423</u>
Restricted fixed asset funds					
Transfer of schools	—	2,905	—	(2,905)	—
DfE/ESFA capital grants	228,627	79,290	(9,608)	5,866	304,175
	<u>228,627</u>	<u>82,195</u>	<u>(9,608)</u>	<u>2,961</u>	<u>304,175</u>
Total restricted funds	<u>171,355</u>	<u>203,045</u>	<u>(135,390)</u>	<u>(6,644)</u>	<u>232,366</u>
Unrestricted funds					
General funds	2,112	361	—	275	2,748
Transfer from Pre-School Learning Alliance	—	—	—	—	—
LAT Apprenticeships C.I.C	—	1	—	(1)	—
LAT Enterprises C.I.C	28	342	(67)	(275)	28
Total unrestricted funds	<u>2,140</u>	<u>704</u>	<u>(67)</u>	<u>(1)</u>	<u>2,776</u>
Total funds	<u>173,495</u>	<u>203,749</u>	<u>(135,457)</u>	<u>(6,645)</u>	<u>235,142</u>

General Annual Grant (GAG)

General Annual Grant (GAG) must be used for the normal running costs of the Academy including salaries and related costs, overheads, repairs and maintenance and insurance.

Under the funding agreements with the Secretary of State, none of the academies within the Trust were subject to limits on the amount of GAG that it could carry forward at 31 August 2021.

Notes to the accounts 31 August 2021

20 Funds (continued)

Analysis of academies by fund balance (including unrestricted funds)

All fund balances at 31 August 2021 were held centrally by the Trust.

	2021 £'000	2020 £'000
Trust	4,171	3,972
Total before fixed assets and pension reserve	4,171	3,972
Restricted fixed asset fund	304,175	228,627
Pension liability	(73,232)	(59,132)
Total for Trust	235,114	173,467
Subsidiary	28	28
	235,142	173,495

Analysis of academies by cost

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

	Teaching and Educational Support Staff costs £'000	Other Support Staff costs £'000	Educational Supplies £'000	Other Costs (Excluding Depreciation) £'000	Total 2021 £'000
Allhallows Primary Academy	409	31	30	95	565
Bearsted Primary Academy	313	33	84	80	510
Cherry Orchard Primary Academy	1,357	69	58	182	1,666
Dartford Primary Academy	2,003	152	99	300	2,554
Eastcote Primary Academy	818	142	40	125	1,125
Hartley Primary Academy	1,206	127	73	211	1,617
High Halstow Primary School	626	43	32	99	800
Horsmonden Primary Academy	560	38	21	81	700
The Hundred of Hoo Academy	6,777	533	517	809	8,636
The Hundred of Hoo Nursery and Kids Club	429	—	10	74	513
Langley Park Primary Academy	1,479	123	115	193	1,910
The Leigh Academy	5,936	410	536	758	7,640
Leigh Academy Blackheath	2,239	135	270	695	3,339
The Leigh UTC	3,195	155	197	511	4,058
Longfield Academy	4,638	357	243	518	5,756
Mascalls Academy	4,705	236	382	570	5,893
Milestone Academy	5,564	432	220	573	6,789
Marden Primary Academy	983	82	49	131	1,245
Molehill Primary Academy	1,136	53	51	134	1,374
Oaks Primary Academy	905	47	45	110	1,107
Paddock Wood Primary Academy	1,876	112	51	309	2,348
Sir Joseph Williamson's Mathematical School	5,026	289	1,028	603	6,946
Snowfields Academy	805	95	225	205	1,330
Stationers' Crown Woods Academy	7,337	705	483	1,625	10,150
Stoke Primary Academy	321	61	19	43	444
Strood Academy	5,192	366	434	625	6,617
The Halley Academy	5,578	477	357	610	7,022
Tree Tops Primary Academy	1,092	53	60	154	1,359
Wilmington Academy	5,295	353	377	710	6,735
Medway Teaching School Alliance	115	59	114	530	818
LAT Enterprises C.I.C	—	46	—	21	67
LAT Apprenticeships C.I.C	8	138	6	33	185
Central Trust	2,862	14,706	458	6,005	24,031
	80,785	20,658	6,684	17,722	125,849

Notes to the accounts 31 August 2021

20 Funds (continued)

Analysis of academies by cost

	Teaching and Educational Support Staff costs £'000	Other Support Staff costs £'000	Educational Supplies £'000	Other Costs (Excluding Depreciation) £'000	Total 2020 £'000
<i>Allhallows Primary Academy</i>	309	37	25	114	485
<i>Cherry Orchard Primary Academy</i>	1,140	122	64	201	1,527
<i>Dartford Primary Academy</i>	1,988	307	82	314	2,691
<i>Eastcote Primary Academy</i>	787	154	55	143	1,139
<i>Hartley Primary Academy</i>	1,127	208	87	224	1,646
<i>High Halstow Primary School</i>	591	75	63	124	853
<i>Horsmonden Primary Academy</i>	552	94	34	131	811
<i>The Hundred of Hoo Academy</i>	6,413	679	443	1,095	8,630
<i>The Hundred of Hoo Nursery and Kids Club</i>	400	—	11	71	482
<i>Langley Park Primary Academy</i>	1,207	139	49	212	1,607
<i>The Leigh Academy</i>	5,694	676	571	890	7,831
<i>Leigh Academy Blackheath</i>	1,187	144	123	269	1,723
<i>The Leigh UTC</i>	2,621	302	204	658	3,785
<i>Longfield Academy</i>	4,357	620	385	775	6,137
<i>Mascalls Academy</i>	4,454	435	476	792	6,157
<i>Milestone Academy</i>	5,080	618	202	590	6,490
<i>Molehill Primary Academy</i>	1,107	132	67	157	1,463
<i>Oaks Primary Academy</i>	926	119	53	118	1,216
<i>Paddock Wood Primary Academy</i>	1,848	256	122	357	2,583
<i>Sir Joseph Williamson's Mathematical School</i>	4,813	369	404	844	6,430
<i>Stationers' Crown Woods Academy</i>	7,231	758	468	1,651	10,108
<i>Stoke Primary Academy</i>	398	58	26	67	549
<i>Strood Academy</i>	5,296	610	441	962	7,309
<i>The Halley Academy</i>	5,600	1,065	391	1,114	8,170
<i>Tree Tops Primary Academy</i>	1,026	141	63	172	1,402
<i>Wilmington Academy</i>	4,936	534	331	737	6,538
<i>Central Trust</i>	2,670	9,950	528	1,666	14,814
<i>Medway Teaching School Alliance</i>	91	62	238	640	1,031
<i>LAT Enterprises C.I.C</i>	—	37	—	32	69
	73,849	18,701	6,006	15,120	113,676

Notes to the accounts 31 August 2021

20 Funds (continued)

Comparative information

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

	Balance at 1 September 2019 £'000	Income £'000	Expenditure £'000	Transfers, gains & losses £'000	Balance at 31 August 2020 £'000
Restricted ESFA funds					
General Annual Grant (GAG)	(4,231)	85,649	(87,441)	6,023	—
Start Up Grant	—	—	—	—	—
Pupil Premium	—	4,203	(4,203)	—	—
UIFSM	—	518	(518)	—	—
Other DfE/ESFA grants	—	4,345	(4,161)	—	—
Pension reserve	(46,209)	—	(6,653)	(6,454)	(59,132)
	<u>(50,440)</u>	<u>94,715</u>	<u>(102,976)</u>	<u>(431)</u>	<u>(59,132)</u>
Restricted general funds					
Local authority grants	—	9,598	(9,598)	—	—
Transfer from schools	—	183	—	(183)	—
Other restricted funds	4,878	2,940	(1,032)	(4,926)	1,860
	<u>4,878</u>	<u>12,721</u>	<u>(10,630)</u>	<u>(5,109)</u>	<u>1,860</u>
Restricted fixed asset funds					
Transfer of schools	—	6,841	—	(6,841)	—
DfE/ESFA capital grants	224,295	4,543	(8,320)	8,109	228,627
Private sector capital sponsorship	—	99	(99)	—	—
	<u>224,295</u>	<u>11,483</u>	<u>(8,419)</u>	<u>1,268</u>	<u>228,627</u>
Total restricted funds	<u>178,733</u>	<u>118,919</u>	<u>(122,025)</u>	<u>(4,272)</u>	<u>171,355</u>
Unrestricted funds					
General funds	3,324	450	2	(1,664)	2,112
Transfer from Pre-School Learning Alliance	—	104	—	(104)	—
LAT Enterprises C.I.C	28	486	(72)	(414)	28
Total unrestricted funds	<u>3,352</u>	<u>1,040</u>	<u>(70)</u>	<u>(2,182)</u>	<u>2,140</u>
Total funds	<u>182,085</u>	<u>119,959</u>	<u>(122,095)</u>	<u>(6,454)</u>	<u>173,495</u>

Notes to the accounts 31 August 2021

20 Funds (continued)

Analysis of net assets between funds

Group	Unrestricted funds £'000	Restricted funds £'000	Restricted fixed asset fund £'000	2021 £'000
Fund balances at 31 August 2021 are represented by:				
Tangible fixed assets	—	—	307,330	307,330
Current assets	2,776	25,475	(3,155)	25,096
Current liabilities	—	(22,198)	—	(22,198)
Non-current liabilities	—	(1,854)	—	(1,854)
Pension scheme liability	—	(73,232)	—	(73,232)
Total net assets	2,776	(71,809)	304,175	235,142

Group	Unrestricted funds £'000	Restricted funds £'000	Restricted fixed asset fund £'000	2020 £'000
Fund balances at 31 August 2020 are represented by:				
Tangible fixed assets	—	4,116	228,627	232,743
Current assets	2,140	17,218	—	19,358
Current liabilities	—	(17,446)	—	(17,446)
Non-current liabilities	—	(2,028)	—	(2,028)
Pension scheme liability	—	(59,132)	—	(59,132)
Total net assets	2,140	(57,272)	228,627	173,495

Trust	Unrestricted funds £'000	Restricted funds £'000	Restricted fixed asset fund £'000	2021 £'000
Fund balances at 31 August 2021 are represented by:				
Tangible fixed assets	—	—	307,330	307,330
Current assets	2,748	25,515	(3,155)	25,108
Current liabilities	—	(22,097)	—	(22,097)
Non-current liabilities	—	(1,854)	—	(1,854)
Pension scheme liability	—	(73,232)	—	(73,232)
Total net assets	2,748	(71,668)	304,175	235,255

Trust	Unrestricted funds £'000	Restricted funds £'000	Restricted fixed asset fund £'000	2020 £'000
Fund balances at 31 August 2020 are represented by:				
Tangible fixed assets	—	4,116	228,627	232,743
Current assets	2,113	17,430	—	19,543
Current liabilities	—	(17,658)	—	(17,658)
Non-current liabilities	—	(2,028)	—	(2,028)
Pension scheme liability	—	(59,132)	—	(59,132)
Total net assets	2,113	(57,272)	228,627	173,468

Notes to the accounts 31 August 2021

21 Capital commitments

	2021 £'000	2020 £'000
Contracted for, but not provided in the financial statements	1,464	—

22 Commitments under operating leases

At 31 August 2021 LAT had future minimum commitments under non-cancellable operating leases as follows:

Equipment	2021 £'000	2020 £'000
Payments falling due:		
Amounts due within one year	328	302
Amounts due between one and five years	603	723
Amounts due after five years	—	—
	931	1,025

Buildings	2021 £'000	2020 £'000
Payments falling due:		
Amounts due within one year	1,123	1,106
Amounts due between two and five years	4,493	4,423
Amounts due after five years	10,108	11,058
	15,724	16,587

23 Funds transferred

On 1 September 2020 Marden Primary School converted to academy status and joined Leigh Academies Trust. At the date of transfer under the Academies Act 2010, the operations and assets and liabilities were transferred to the group for £nil consideration. The transfers have been accounted for using the acquisition method. 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 income in the Statement of Financial Activities as voluntary income.

The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the statement of financial activities.

	Unrestricted funds £'000	Restricted funds £'000	Restricted fixed asset fund £'000	2021 £'000
Tangible fixed assets				
Leasehold land and buildings	—	—	2,753	2,753
Other tangible fixed assets	—	—	152	152
Budget surplus on local authority funds	—	44	—	44
Borrowing obligations	—	(19)	—	(19)
Net assets	—	25	2,905	2,930

Notes to the accounts 31 August 2021

24 Contingent liabilities

In the event of the sale or disposal of any asset for which a capital grant was received, the Trust must, if it does not reinvest the proceeds, repay to the Secretary of State for Education the same proportion of the proceeds of the sale or disposal as equates to the proportion of the original cost met by the Secretary of State.

Upon termination of the Funding Agreements, the Trust must repay to the Secretary of State sums determined by reference to:

- (a) The value at the time of the academies' sites and premises and other assets held for the purpose of the Trust; and
- (b) The extent to which expenditure incurred in providing those assets was met by payments by the Secretary of State under the Funding Agreement.

25 Related party transactions

Owing to the nature of the Trust's operations and the composition of the Board of Directors being drawn from local public and private sector organisations, transactions may take place with organisations in which the Trust has an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Academy's financial regulations and normal procurement procedures. In the year there were no related party transactions.

26 Post balance sheet events

On 1 September 2021 Leigh Academy Rainham opened as a new school. Three academies, Ebbsfleet Academy, Hayesbrook Academy and High Weald Academy all previously part of the Brook Learning Trust joined the Trust. Stoke Primary Academy and Allhallows Primary Academy merged to form a single 3-11 Primary School and Nursery called Peninsula East Primary Academy.

27 Agency arrangements

The Trust distributes 16-19 bursary funds to students as an agent for the ESFA. In the accounting period ending 31 August 2021 the Trust received £167,498 (2020: £195,716) and distributed £143,521 (2020: £134,497) from the fund. An amount of £264,087 (2020: £240,110) is included in other creditors relating to undistributed funds that is repayable to the ESFA if not used within 12 months.

Notes to the accounts 31 August 2021

28 Teaching School Trading account

	2021 £'000	2021 £'000	2020 £'000	2020 £'000
Income				
Direct income				
· Teaching School Grants	720		841	
Other income				
· Fundraising and other trading activities	136		92	
		856		933
Expenditure				
Direct costs				
· Staff costs	(116)		(91)	
· Staff development	(97)		(202)	
· Other direct costs	(19)		(37)	
Total direct costs		(232)		(330)
Other costs				
· Support staff costs	(59)		(62)	
· Technology costs	(4)		(3)	
· Recruitment and support	(1)		(25)	
· Other support costs	(523)		(612)	
		(587)		(702)
Total expenditure		(819)		(1,032)
Surplus (Deficit) from all sources		37		(99)
Teaching School balances at 1 September		93		192
Teaching school balances at 31 August		130		93