

Company Registration Number: 08606536 (England & Wales)

**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
(A Company Limited by Guarantee)

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2021**



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**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS**

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<b>Members</b>	Ms Sarah Hammond, Co-Chair Governors and Curriculum Committee Chair Mr Matthew Barker, Co-Chair of Governors Mr Stephen Carter (appointed 30 April 2021)
<b>Trustees</b>	Mrs Victoria Morrall, Headteacher Rev. Stephen Liley, Chair of Finance and Audit Committee and Foundation Governor Ms Katherine Hall, Staff Governor Mrs Sarah Pearson, Foundation Governor Mr Dale Ashpole, Community Governor Mr Matthew Barker, Co-Chair of Governors, Community Governor Mrs Louise Tyrell, Parent Governor Mrs Sarah Hammond, Parent Governor Mr Stephen Carter, Community Governor Mrs Catherine Dent, Foundation Governor (resigned 22 April 2021) Ms Nicola Guest (appointed 17 September 2020) Mrs Victoria Shaw (appointed 17 September 2020)
<b>Company registered number</b>	08606536
<b>Company name</b>	Ursula Taylor Church of England School
<b>Principal and registered office</b>	High Street Clapham Bedfordshire MK41 6EG
<b>Senior Management Team</b>	Mrs Victoria Morrall, Headteacher Ms Katherine Hall, Deputy Headteacher Mrs Heather Lee, Assistant Headteacher Mrs Patricia Mulholland, School Business Manager Miss Debbie Daley, Office Manager
<b>Independent auditors</b>	MHA MacIntyre Hudson Chartered Accountants Statutory Auditors Moorgate House 201 Silbury Boulevard Milton Keynes Buckinghamshire MK9 1LZ
<b>Bankers</b>	HSBC Bank Bedford MK40 1LJ

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**REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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<b>Solicitors</b>	Stone King LLP 13 Queen Square Bath BA1 2HJ
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**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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The Trustees (also known as Governors) present their annual report together with the financial statements and auditor's report of the charitable company for the year period 1 September 2020 to 31 August 2021. The annual report serves the purposes of both Trustees' report, and a directors' report under company law

The Academy Trust operates a Primary Academy for pupils aged 4 to 11 serving a catchment area in Clapham, North Bedfordshire. It has a pupil capacity of 420 and had a roll of 342 in the school census on 1st October 2021.

**Structure, governance and management**

**a. Constitution**

The Academy Trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the Academy Trust. The Trustees of Ursula Taylor Church of England School Limited are also the directors of the charitable company for the purposes of company law. The charitable company operates as Ursula Taylor Church of England School Academy.

Details of the Trustees who served during the year, and to the date these accounts are approved are included in the Reference and Administrative Details on pages 1 and 2.

**b. Members' liability**

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

**c. Trustees' indemnities**

The charitable company has purchased Governor's liability insurance and Fidelity Cover (the latter also covers staff), with cover up to £1,000,000 on anyone claim. This insurance has been sources through the Department for Education Risk Protection Arrangement (RPA).

Governors benefit from indemnity insurance to cover the liability of the Governors which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty in relation to the Academy Trust.

**d. Method of recruitment and appointment or election of Trustees**

Ursula Taylor Church of England Schools Governing Body comprises the signatories to the Memorandum who are: The Diocese of St Albans Education Trust (company number 8223185) in its capacity as corporate foundation member) and the three members provided that they are not foundation Governors and that at all times the number of foundation members does not exceed 25% of the total numbers of members.

The number of Governors shall be not less than three nor more than thirteen. In accordance with the Articles of Association the Academy Trust's Governing Body will include the Headteacher and shall have up to five Governors appointed by members, up to three foundation Governors, up to two staff Governors and a minimum of two parent Governors.

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Structure, governance and management (continued)**

The Members may appoint up to five Governors. The members may appoint up to two staff Governors through such process as they may determine, provided that the total number of Governors (including the Headteacher) who are employees of the Academy Trust does not exceed one third of the total number of Governors. The parent Governors shall be elected by parents of registered pupils at the Academy. A parent Governor must be a parent of a pupil at the Academy at the time when he/she is elected. The Governing Body shall make all necessary arrangements for, and determine all other matters relating to, an election of parent Governors. Any election of parent Governors which is contested shall be held by secret ballot. The Governors may appoint up to two Co-opted Governors.

The term of office for any Governor shall be four years, save that this time limit shall not apply to the Headteacher. Subject to remaining eligible to be a particular type of Governor, any Governor may be re-appointed or re-elected.

**e. Policies adopted for the induction and training of Trustees**

As part of the induction process all new Governors are invited by the Chair of Governors to visit the school. New Governors are encouraged to attend the Governor Induction course provided by the Academy via Bedford Borough Council. Governors on the Finance and Audit Committees are provided with a copy of the Academies Financial Handbook.

Governor training is through participation in the comprehensive Bedford Borough Governor training programme. The Academy Trust contracts with Bedford Borough Programme for unlimited participation in the programme of training.

The Academy subscribes to Governor Hub - an online resource giving all Governors access to key data and Governing Body documentation. Governor Hub also allows Governors to share information, take part in discussion forums and view and book training as required.

**f. Organisational structure**

The Governing Body establishes an overall framework for the governance of the Academy. The Governing Body has established the following committees:

- Finance Committee (including the Pay Review and Headteacher Appraisal Sub-committee);
- Audit and Risk Committee; and
- Curriculum Committee.

Committee membership, terms of reference and scheme of delegation are reviewed by the Governing Body on an annual basis.

The strategic direction of Ursula Taylor Church of England School is led by the Headteacher supported by the Senior Management Team.

The Headteacher is the Accounting Officer as required by the Funding Agreement with the Department for Education. The responsibilities of the Accounting Officer are defined in the Governance Statement attached to this report.

Mrs Victoria Morrell is the Accounting Officer for the Academy.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Structure, governance and management (continued)**

**g. Arrangements for setting pay and remuneration of key management personnel**

All members of the Senior Leadership Team (SLT), including the Headteacher, are subject to an annual appraisal review. As part of the annual review process the Governors (in the case of the Headteacher's appraisal) or the Headteacher (in the case of the Senior Leadership Team) set performance objectives relating to the priorities for the school detailed on the School Development Plan (SDP). These priorities are subsequently used to set objectives for the Teaching Staff and Teaching Assistants.

The annual review and pay review process for the Headteacher is completed in the Autumn Term with a mid-year review in March. The Governors and School Improvement Partner (SIP) are responsible for determining the completion of the targets set and also any performance related pay increases. The appraisal process of the Deputy Headteacher and Assistant Headteacher is the responsibility of the Headteacher who conducts the appraisal review, sets targets for the next academic year and when appropriate, makes a recommendation to the Pay Review Committee about incremental increases.

Rules for determining the pay of Teachers in maintained schools are set out in the School Teachers Pay and Conditions Document (STPCD). As an Academy we are free to set our own pay scales and ranges, however, the Governors, on conversion in August 2013, made the decision to adopt the STPCD and the associated pay scales.

Key management personnel (Headteacher, Deputy Headteacher and Assistant Headteacher and Staff Governors) are paid using the scales detailed in the STPCD at the Upper Pay Range or Leadership level. The salary ranges vary according to the role and responsibility levels expected.

The role of the Pay Review Sub-Committee (part of the Finance Committee) is to consider the recommendations of the Headteacher and make decisions in relation to staff performance and pay increases. The Pay Review Sub-Committee meets annually, although meetings are also convened at points throughout the year, in exceptional circumstances. The Headteacher's pay review is conducted by the Headteacher's Appraisal Sub-Committee of Governors in line with the school pay policy and the rules set out in the STPCD.

**Remuneration of SMT members**

The school pay policy and STPCD details any rules in place for remuneration above and beyond any salary increases; for example, additional payments for recruitment or retention of additional payments for work in addition to the expectations detailed within job descriptions.

**h. Related parties and other connected charities and organisations**

The Diocese of St Albans Educational Trust is a founding member of the Ursula Taylor Church of England School Academy Trust.

The Academy Trust participates in events organised as part of the Bedford Borough Learning Exchange (BBLE) and the Diocese of St Albans, the Diocese of St Alban's Multi Academy Trust and School to School training and support as part of St Thomas More and Peter Pan Teaching Schools. These professional partnerships have provided opportunities for experts to share delivery and good practice to drive up standards.

The Academy is also part of a local group of schools who work together to complete 'Peer Review' school improvement assessments.

The Academy Trust is a member of the School Sports Partnership. The school has been able to promote physical activity. Our pupils have had the opportunity to engage in PE and sports events competing and participating with other children from other local Primary Schools.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Structure, governance and management (continued)**

The Academy employs 'SSG' Sports Coaches to deliver high quality Physical Education and run a range of free clubs during and after the school day. This initiative is fully funded through the 'Sports Premium' delivered by the DfE.

**Objectives and activities**

The Academy Trust's object is specifically restricted to the advance for the public benefit of education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing a school with a designated Church of England Religious Character offering a broad and balanced curriculum. Conducted in accordance with the principles, practices and tenants of the Church of England both generally and in particular in relation to arranging for Religious Education and daily acts of worship (as required by the Academy Funding Agreement) and having regard to any advice of the Diocesan Board of Education

**Objects and Aims**

The strategic direction of the school is detailed within the School Development Plan. This is a working document which is contributed to by all stakeholders and reviewed at regular points throughout the year. The School Development Plan is determined by a full evaluation of the previous year and also through data analysis.

**i. Objectives, strategies and activities**

The objectives set for the 2020 / 2021 Academic Year mirror those set in the previous year. This was deemed appropriate due to the COVID pandemic and a reduced opportunity to complete a full cycle of school improvement.

**Priority 1: Writing.** To increase the % of children who achieve the age related expectations, with a particular focus on Year 2 and Year 6;

- Increase children's knowledge and use of vocabulary.
- Ensure that SPaG knowledge and skills are taught progressively and are fluent.
- Increase % achieving the ARE in Y2/Y6. Increase % at GDS in Y6.
- Review the spelling strategy across the school.
- Improve presentation / HW in KS2.

**Priority 2: Maths.** To develop staff pedagogy and continue to embed a mastery approach and non-setting in Year 2 / 6;

- To embed fluency / recall strategies across the school.
- To develop staff pedagogy re: Mastery, non-set teaching and manipulatives.
- To implement 'Rolling Numbers' across the school.
- To review the calculation policy to ensure it is fit for purpose and progression based.
- To pilot and review Primary Stars (KS1) with a key focus on Y1 provision.

**Priority 3: The Curriculum.** To review provision from YR – Y6, to ensure that knowledge and skills are based on progression and that teaching meets the needs of our children;

- To target MTPs to ensure progression is evident.
- To create subject maps for each subject area.
- Review the use of knowledge organisers and how these could impact positively on learning.
- Complete curriculum intent document review. Revisit intent statement on website.
- To ensure context is clear – what do our children need?

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Objectives and activities (continued)**

Priority 4: Pupil Premium. To increase the rate of progress made by those in receipt of PP, particularly in writing;

- Update PP report on a regular basis.
- To review PP Policy and interventions.
- To increase % of PP children ARE in writing.
- PP children to access free clubs, both at lunchtime and also after school.
- To update the website to ensure PP provision is detailed and clear.

**j. Public benefit**

The Governors have given consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary public benefit guidance on advancing education.

The Academy provides education to children that is;

- Balanced and broadly based.
- Engaging, creative and challenging.
- Promotes the spiritual, moral, social, cultural, mental and physical development of students at the school and in society.
- Prepares students at the school for the opportunities, responsibilities and experience required for Secondary school and later life.
- Promotes, sustains and increases individual and collective knowledge, skills and expertise.

The Academy is a non-selective school. It is subject to the current statutory arrangements as laid down in the Schools Admissions Code. Children are admitted to Ursula Taylor Church of England School through abiding by the admissions arrangements and protocols delivered by Bedford Borough Council.

**Strategic report**

**Achievements and performance**

Ursula Taylor's primary achievements are to ensure a broad, balanced and challenging curriculum that provides children with aspiration and a high quality education. Educational Standards are measured using assessment information, tracking and analysing different groups of pupils to determine attainment and rates of progress. The data analysis is used to inform children's next steps, any intervention provision required and the school's priorities for the future. (Specific assessment information can be provided by request from the Headteacher.) Final end of year assessments are measured against targets set at the start of the year. We also measure our academic achievements against Local Authority Assessment Information and National Averages/Expectations.

The teaching staff undergo a full appraisal process based on targets relating to the school priorities. The appraisal process is related to pay and increasing the standard of teaching and learning in the school. Appraisal information and numbers of teaching staff on Main Pay Range, Upper Pay Range and Leadership Range are reported to the Governing Body

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Strategic report (continued)**

**Achievements and performance (continued)**

**a. Key performance indicators**

Ursula Taylor Church of England School Key Performance Indicators are:

- Ofsted Inspection from October 2019, report dated November 2019.
- Statutory Inspection for Anglican and Methodist Schools Report - March 2017.
- Foundation Stage, Key Stage 1 and End of Key Stage 2 Assessment Information.
- Termly In-Depth Evaluation Reports, Educational Visits reports from School Improvement Partners.
- Pupil Attendance records.
- Budget Monitoring statements.
- Assurance of Value for Money re: Staffing, resourcing and managing the Academy.
- Parent, Children and Staff Questionnaires.
- Social, Moral, Spiritual and Cultural Provision.

**b. Going concern**

As discussed in Note 1.2 in the financial statements, the Trustees intend to liquidate the company in due course, following the transfer of the academy into another multi-academy trust in 2022. The Trustees therefore do not consider it to be appropriate to adopt the going concern basis of accounting in preparing the financial statements. Accordingly, the financial statements have been prepared on a basis other than going concern as described in Note 1.2.

COVID 19 has not had a negative impact on the ability of the school to operate effectively.

**c. Promoting the success of the company**

Under section 172(1)(a) to (f) of the companies Act 2006, directors of a company must act in a way most likely to promote the success of the company, and in doing so must have regard to:

- the likely consequences of any decision in the long term;
- the interest of the company's employees;
- the need to foster the company's business relationships with suppliers, customers and others;
- the impact of the company's operations on the community and the environment;
- the desirability of the company maintaining a reputation for high standards of business conduct;
- the need to act fairly as between members of the company.

**Financial review**

**a. Reserves policy**

The Finance Committee review the reserve levels of the Academy at each Finance Committee meeting. This review examines the income and expenditure streams against the forecasts to match commitments, and to identify or forecast any potential shortfall. The Governors have determined that the appropriate levels of reserves should be at least 2% of income. The reason for this is to provide sufficient working capital to cover delays between spending and receipt of income from the applicable streams or to provide a cushion for unexpected emergency expenditure and to manage any reduction in income from one year to the next. The Academy will continue to keep reserves at this level subject to constant and on-going review.

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**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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At 31 August 2021, the total reserves amount to £1,257,970. The funds comprised: Unrestricted funds of £110,552; restricted fixed asset fund of £1,570,666; GAG restricted funds of £238,142; other restricted funds of £159,610; and a pension reserve deficit of £821,000.

The restricted funds will be spent in accordance with the terms of the particular funds. Unrestricted funds are for use on the general purposes of the Academy, at the discretion of the Governors.

The deficit on the pension reserve relates to the non-teaching staff pension scheme (Local Government Pension Scheme) where, unlike the Teachers' Pension Scheme, the deficit can be met in the longer term from any combination of increased employer or employee contributions, increased government funding or changes to scheme benefits.

At 31 August 2021 the total funds comprised:

Unrestricted	110,552
Restricted: Fixed asset funds	1,570,666
Pension reserve	(821,000)
Other	397,752
	<hr/>
	1,257,970
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**b. Investment policy**

The Governing Body will agree a treasury management policy when applicable for the investment of surplus funds. Short term investments will be restricted to the transfer to the School's HSBC Business Account managed by the School Business Manager and certified by the Accounting Officer. Any investment will be in accordance with a prudent low risk policy and must observe the guidelines issued by the Education and Skills Funding Agency. Sums that may be invested for a longer term will be given careful consideration.

**c. Principal risks and uncertainties**

The Governors acknowledge responsibility for safeguarding the assets of Ursula Taylor Church of England School and hence take reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- The school is operating efficiently and effectively.
- Our assets are safeguarded against unauthorised use or disposition.
- The proper records are maintained and financial information used within the Academy's publication of accounts is reliable.
- The school complies with relevant laws and regulations.

The Academy operates a sound system of internal financial control and internal checks, these systems are examined periodically by the Academy's auditor. Financial management reports are prepared each half term; these are monitored by the Finance and Audit Committees, and on a monthly basis by the Accounting Officer. The Academy completed a Financial Management and Governance review in November 2013 as required by the Education and Skills Funding Agency. A self-assessment of internal financial controls is carried out on an annual basis; our Business Continuity Plan and Risk Registers are reviewed and updated accordingly.

The Governors recognise the defined benefit pension scheme deficit (Local Government Pension Scheme) represents a potential liability. The Academy however is able to meet its known annual contribution commitments for the foreseeable future and this risk is considered minimal.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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The risk register is reviewed annually by the Governors. Risks identified on the register include strategic, operational, compliance, financial and reputational risk. Systems are in place to mitigate exposure to these risks.

**d. Financial review**

The majority of the Academy Trust's income is received from the Education and Skills Funding Agency (ESFA) in the form of instalments throughout the period and capital grants, the use of which is restricted.

The revenue grants received during the period and associated expenditure is shown as restricted general funds in the Statement of Financial Activities. Capital grants are shown in the Restricted Fixed Asset Fund.

The GAG income for the period was £1,426,520. Total ESFA grant income and other grants and funding for educational purposes (excluding capital grants) was £175,963.

Expenditure includes total staff costs of £1,551,313. Included in these costs is an amount of £35,111 which relates to the Kids Club/Wraparound Care. If these costs are excluded the remaining staff costs amount to £1,516,202 which represents 106.29% of GAG income and 105.69% of GAG income including other grants and funding for educational purposes (excluding capital grants and start up grants.)

The excess of income over expenditure for the year, excluding movements on the fixed asset fund and the pension reserve and transfers between funds was £72,787.

The Local Government Pension Scheme for non-teaching staff has an opening deficit of £578,000 as at 31 August 2020 and a closing deficit of £821,000.

At 31 August 2021, the school had total funds of £1,257,970. This includes £1,570,666 of restricted fixed asset funds. The pension reserve balance, relating to the Local Government defined benefit scheme for non-teaching staff, was in deficit by £821,000, as 31 August 2021 and is included within restricted funds.

Pupil Premium funding of £79,765 was received during the year. The funding is allocated to ensure teaching and learning opportunities meet the needs of all pupils and ensure that appropriate provision is made for pupils who belong to vulnerable groups. The school has utilised the money by providing 1:1, small group and additional class support for children with social, emotional and varying behavioural needs. The Pupil Premium Funding is designated for 'removing barriers to education that may exist for children and families within different vulnerable groupings.'

Pupil Premium has been used to fund Teaching Assistant staff who provide intervention support and staff who can provide more specialist teaching to our vulnerable children. Funding has also been used to subsidise school visits for those children in receipt of Pupil Premium. The focus of our work has been aimed at accelerating progress, ensuring children progress at a rate commensurate with their peers, and to narrow the gap between children in disadvantaged and vulnerable groups and other children.

The school received £19,210 Sports Premium for the year 2020/2021. This grant was used to fund improvements to our Sports and Physical Education provision, as well as ensuring that the teaching and learning and opportunities offered through sports are sustainable and lead to improved practice for all children. A detailed report of the use of the Sports Funding is available from the Headteacher and on the school website.

The school received Capital Funding of £8,095 for the academic year 2020/2021. The grant was used to fund fixed asset additions during the year.

The Parents of Ursula Taylor Church of England School make annual donations to part fund the upkeep of the school swimming pool, this is combined with an annual donation from the Parents, Teachers and Friends Association (PTFA) and also allocated funds from the General Annual Grant (GAG)

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**COVID 19 Impact Statement:**

The COVID 19 Pandemic has not had a negative impact upon the finances of Ursula Taylor Church of England School. Any impact in terms of increased cleaning costs, increased staffing costs and the purchase of resources and items to reduce the risk of infection, have been funded by the school reserves.

The Income generated by Active Kids / Wraparound Care has been adversely affected by COVID, as the club was either inactive during lockdown or running at reduced capacity due to lack of parental need. The costs for staff were covered through the school reserves and not through the usual income stream.

In addition to resources required for cleaning and school safety management, we utilised the DfE Free School Meals vouchers for every child eligible. Ursula Taylor also received devices from the DfE to support remote learning for a number of our disadvantaged children.

**Fundraising**

All Fundraising that takes place at Ursula Taylor Church of England School is linked to charitable giving and developing our children's understanding about supporting those less fortunate than themselves. Various events are held throughout the year, where children donate a small amount of money to a charitable cause. This giving is optional and at the discretion of parents / carers as to whether they contribute.

The Parents, Teachers and Friends Association raise money throughout the school year to donate to the school for the purchase of resources and to finance experiences that are in addition to the curriculum. The PTFA run separately to the school and have their accounts audited separately.

**Streamlined energy and carbon reporting**

As the trust is not considered to be a 'large' company and has not consumed more than 40,000 kWh of energy in this reporting period, it qualifies as a low energy user under these regulations and is not required to report on its emissions, energy consumption or energy efficiency activities.

**Plans for future periods**

The budget for the 2021/2022 academic year has been presented to and approved by the Governing Body. The current financial position is expected to be maintained. In order to maintain the ethos, pastoral care and academic standards the following priorities have been identified. The School Development Plan for 2021/2022 sets out the following key areas of focus:

- 1.) To increase standards of writing across the school.
- 2.) To review and streamline the assessment strategies across the school.
- 3.) To review the Curriculum provision at UT, looking at skills, knowledge and progression (continued from 2020/2021 school year).
- 4.) To embed Continuous Provision IN EYFS / Year 1 (continued from 2020/2021 school year).

**Funds held as custodian on behalf of others**

During the period 1 September 2020 to 31 August 2021, Ursula Taylor Church of England School did not hold any funds as a custodian Trustee on behalf of any charitable body.

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TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2021

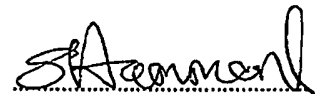
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Disclosure of information to auditors

Insofar as the Trustees are aware:

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

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



Mrs Sarah Hammond  
~~C~~ Chair of Trustees

Date: 14.12.21

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**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
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**GOVERNANCE STATEMENT**

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**Scope of responsibility**

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

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

The board of Trustees has delegated the day-to-day responsibility to the Headteacher as accounting officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between Ursula Taylor Church of England school Academy Trust and the Secretary of State for Education. They are also responsible for reporting to the board of Trustees any material weaknesses or breakdowns in internal control.

**Governance**

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The board of Trustees has formally met 6 times during the year.

Attendance during the year at meetings of the Board of Trustees was as follows:

Trustee	Meetings attended	Out of a possible
Mrs Sarah Hammond, Co-Chair	6	6
The Diocese of St Albans Educational Trust, Corporate Foundation Member	0	0
Mrs Victoria Morrall, Headteacher	6	6
Ms Katherine Hall	6	6
Rev Stephen Liley	6	6
Mrs Sarah Pearson	4	6
Mr Matthew Barker, Co-Chair	6	6
Mrs Louise Tyrrell	6	6
Ms Nicola Guest (appointed 17 September 2020)	6	6
Mrs Victoria Shaw (appointed 17 September 2020)	3	6
Mrs Catherine Dent (resigned 22 April 2021)	2	2
Mr Dale Ashpole	5	6
Mr Stephen Carter, (changed role to Foundation Governor from 22 April 2021)	6	6

The changes to the Board were as follows:

Mrs Catherine Dent resigned 22 April 2021. Mr Stephen Carter changed role from a community Governor to a Foundation Governor on 22 April 2021.

**Governance Review:**

The Governing Body constitutes three main committees; Finance, Audit and Risk and Curriculum as well as the Pay Review and Headteacher's Appraisal sub-committee as a subset of the Finance Committee. The Finance and Audit / Risk Committees meet at the same time although have clearly delineated roles and responsibilities which are minuted accordingly. In addition to this the Governing Body, as and when required, create working parties for aspects of the school's work which require a smaller and more tightly focused group.

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GOVERNANCE STATEMENT (CONTINUED)

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Governance (continued)

The Governing Body have completed an internal audit and action plan to ensure the continuous improvement of the Governing Body.

The Finance Committee is a committee of the main Governing Body. The Finance Committee meets at least termly prior to the Full Governing Body meeting and is responsible for the following areas:

- o To elect a Chair and Vice-Chair of Committee annually.
- o To monitor all spending and income received in the school i.e. ESFA Delegated Devolved Budgets.
- o To ensure the school adheres to the policies and procedures as specified by the Department for Education, the Academies Financial Handbook and Financial Management and Governance Evaluation.
- o To review and monitor budget projections / medium term financial plans to ensure the school's budget is realistic and any financial decisions are sustainable.
- o To recommend to the Full Governing Body approval of the annual budget plan and cash flow forecasts for the forthcoming financial year in accordance with the timescales dictated by the ESFA.
- o To determine the school's financial priorities through the School Development Plan (SDP) and the Asset Management Plan (AMP).
- o To receive management reports, to facilitate the monitoring of the school's actual financial performance compared with budgeted priorities and cash flow, and to take remedial action as necessary. Such action will be reported to the Governing Body. In all cases liaison must be maintained with other appropriate committees.
- o To make decisions on requests from other committees that will have an impact on the school's financial position.
- o To make decisions on expenditure within the Committee's delegated powers.
- o To make decisions on virements within agreed budgets, within the Committee's delegated powers, and authorising any budgetary adjustments made.
- o To advise the Governing Body on the appropriateness, or otherwise, of virements made.
- o To review annually the school's Financial Manual and Scheme of Delegation.
- o To review annually the Terms of Reference of the Finance Committee, prior to approval of the Full Governing Body.
- o To ensure the Register of Business Interests is kept up to date.
- o To annually review all on going contracts (Including Local Authority Contracts).
- o To review the various leasing agreement schemes and options available to the Academy. To award contracts by tender up to the limit as specified in the finance manual.
- o To ensure the school has appropriate internal financial controls in place.
- o To ensure that all financial controls are adhered to via regular testing and management checks in order to protect against fraudulent or improper use of public money and assets and enable satisfactory completion of the Statement of Internal Control (SIC).
- o To review appropriate financial benchmarking data, in order to compare the school's financial performance with other similar schools.
- o To ensure that funding from the ESFA and other sources is used only in accordance with any conditions attached.
- o To annually review and appoint the Independent examiner to the School Fund.
- o To receive and approve / ratify the annual accounts of the School Fund.
- o To agree and determine appropriate charges for lettings of the premises, in line with the Academy's lettings policy.
- o The Clerk will make a record of all proceedings at each meeting. Minutes will be circulated to members within seven days of the meeting and presented with the agenda for the next Full Governing Body meeting.
- o The Chair of the Finance Committee will report the work of the Committee to the Full Governing

GOVERNANCE STATEMENT (CONTINUED)

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Governance (continued)

- Body.
- o The Committee will liaise with such other committees and invite members of other committees to attend its meeting as should be deemed appropriate.
- o Any matters which may be in conflict with the work of another committee must be referred to the Governing Body.

The Finance and Audit / Risk Committee is a sub-committee of the main board of Trustees. Its purpose is to:

- o Advise the Governing Body and Accounting Officer on the adequacy and effectiveness of the Academy's governance.
- o Risk management, internal control and value for money systems and frameworks. An annual report will be produced by the Audit Committee in this regard.
- o Advise the Governing Body on the need for, and then, where appropriate, the appointment, re-appointment, dismissal and remuneration of, an internal auditor or other assurance provider to enable the Board to sign the corporate governance statement in the annual accounts.
- o Advise the Governing Body on an appropriate programme of work to be delivered by independent assurance providers (external auditors and responsible officer). This programme of work to be derived from the Audit Committee's regard of the key risks faced by the Academy Trust, the assurance framework in place and its duty to report to the Governing Body.
- o Review the external auditor's annual planning document and approve the planned audit approach. Receive reports (annual reports, management letters etc.) from the external auditor and other bodies, for example the ESFA and NAO, and consider any issues raised.
- o Monitor the associated management response and action plans. Where deemed appropriate, reports should be referred to the Board or other committee for information and action.
- o Regularly monitor outstanding audit recommendations from whatever source and ensure any delays to implementation dates are reasonable.
- o Consider and advise the Governing Body on any alleged fraud and irregularity in the Academy Trust's financial and other control systems and ensuring that all allegations of fraud and irregularity are properly followed up in accordance with the Academy Trust's whistle blowing policy.
- o Consider any additional services delivered by the external auditor or other assurance provider and ensure appropriate independence is maintained.
- o Ensure appropriate cooperation and coordination of the work of the external auditor and responsible officer.

Attendance during the year at meetings was as follows:

Trustee	Meetings attended	Out of a possible
The Diocese of St Albans Educational Trust - Corporate Foundation Member	0	6
Mrs Victoria Morrall - Headteacher	6	6
Ms Katherine Hall, Observer	3	6
Rev Stephen Liley, Chair	6	6
Mr Matthew Barker - Co-Chair	6	6
Ms Nicola Guest (appointed 17 September 2020)	6	6
Mrs Patricia Mulholland, School Business Manager	6	6
Mr Dale Ashpole (appointed 30 April 2021)	4	6
Mrs Sarah Pearson	1	1

GOVERNANCE STATEMENT (CONTINUED)

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Review of value for money

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

The Accounting Officer considers how the Academy Trust use of its resources has provided good value for money during each academic year, and reports to the board of Trustees where value for money can be improved, including the use of benchmarking data where appropriate. The Accounting Officer for the Academy Trust has delivered improved value for money during the year by:

Applying the principles of Best Value when making decisions about the allocation of resources to best promote the mission statement, aims and values of the school. Resources have been targeted to improve standards and have ensured the various needs of all pupils, staff, parents and Governors have been met.

Resources have been allocated in the most efficient and effective way, at a reasonable cost and resulted in continuous improvement in our achievements.

Presenting regular financial monitoring report to the Finance Committee, where Governors have applied principles of best value in challenging: the service delivery, comparing: pupil performance and financial performance with other schools.

Planning for the permitted change of age range to begin in September 2017 and was completed in September 2018.

Using a well-established robust, system of internal financial control. Governors and school leaders have followed procurement procedures for assessing need, and obtaining goods and services which provide "best value" in terms of suitability, efficiency, time, and cost.

Procedures in place include: Competitive tendering; Acceptance of "best value" quotes, which are not necessarily the cheapest; Consideration of best value when arranging service contracts; Procedures which minimise admin time by the purchase of goods or services under £1,000 direct from known, reliable suppliers (e.g. stationery, small equipment).

Pupils' Welfare

Governors and school leaders have reviewed the quality of the learning environment and the school ethos, in order to provide a supportive environment conducive to learning and healthy, active lifestyles.

Health & Safety

Governors and school leaders have reviewed the quality of the learning environment and resources, carrying out appropriate risk assessments, in order to provide a safe working environment for pupils, staff and visitors

Monitoring:

These areas were monitored for best value by:

- 1) In-house monitoring by SMT and subject leaders.
- 2) Termly target setting meetings.
- 3) Annual Performance Management / Appraisal.
- 4) Annual Budget Planning.
- 5) Head teacher's financial review with the School Business Manager.
- 6) Termly visits by the Trustees' approved school improvement partner.
- 7) Planned visits by the Responsible Officer.
- 8) Analysis of school pupil performance data, e.g. Teacher Assessment Frameworks, Early Years Foundation Stage Profile and Statutory Assessments, Statements and Age Related Expectations (ARE) results, optional assessments, Foundation Stage Profile and Year 1 Phonics Screening.

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**GOVERNANCE STATEMENT (CONTINUED)**

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**Review of value for money (continued)**

- 9) Analysis of DFE financial data, against bench mark data for groups of schools.
- 10) Analysis of DFE/OFSTED pupil performance data, e.g. ASP, data dashboard and Bedford Borough local data.
- 11) OFSTED Inspection reports.
- 12) Classroom observations to assess the quality of teaching in accordance with Teachers' Pay & Conditions.
- 13) Governors' termly committee meetings.
- 14) Full Governing Body meetings.
- 15) Trustees' Annual Target Setting Meeting (School Development Planning and Strategic Direction).

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

**The purpose of the system of internal control**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of Academy Trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Ursula Taylor C of E School for the period 1st September 2020 to 31st August 2021 and up to the date of approval of the annual report and financial statements.

**Capacity to handle risk**

The board of Trustees has reviewed the key risks to which the Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board of Trustees is of the view that there is a formal on-going process for identifying, evaluating and managing the Academy Trust's significant risks that has been in place for the period 1st September 2020 to 31st August 2021 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the board of Trustees.

**The risk and control framework**

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

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the board of Trustees
- regular reviews by the finance and general purposes committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes
- setting targets to measure financial and other performance
- clearly defined purchasing (asset purchase or capital investment) guidelines
- identification and management of risks

GOVERNANCE STATEMENT (CONTINUED)

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The risk and control framework (continued)

The Board of Trustees has decided to employ Rawlinson Pryde Limited as internal auditor.

The internal auditor's role includes giving advice on financial matters and performing a range of checks on the Academy Trust's financial systems. In particular, the checks carried out in the current period included:

- testing of payroll system;
- testing of purchase systems; and
- testing of control bank account bank reconciliations.

On an annual basis, the auditor reports to the board of Trustees, through the Finance and Audit Committee on the operation of the systems of control and on the discharge of the board of Trustees' financial responsibilities and annually prepares an annual summary report to the committee outlining the areas reviewed, key findings, recommendations and conclusions to help the committee consider actions and assess year on year progress.

Review of effectiveness

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

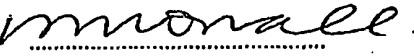
- the work of the internal auditor
- the work of the external auditor
- the financial management and governance self-assessment process
- the work of the executive managers within the Academy Trust who have responsibility for the development and maintenance of the internal control framework

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

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

  
.....  
Mrs Sarah Hammond  
Chair of Trustees

Date: 14.12.21

  
.....  
Mrs Victoria Morrall  
Accounting Officer

Date: 14.12.21

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**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
(A Company Limited by Guarantee)

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**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**

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As Accounting Officer of Ursula Taylor Church of England School I have considered my responsibility to notify the Academy Trust board of Trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of funding received by the Academy Trust, under the funding agreement in place between the Academy Trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2020.

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

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date other than the matters detailed below. If any further instances are identified after the date of this statement, these will be notified to the Board of Trustees and ESFA.

Matter 1 - Control framework

During the year, The Academy Trust failed to comply with section 2.7 of the Academies Financial Handbook in respect of the control framework in place around monthly bank reconciliations on the school fund account. Statements were only available on a quarterly basis and, because of this, monthly reconciliations were not undertaken and were reconciled only on statement availability, every quarter.

Matter 2 - Monitoring the budget

During the year, the Academy Trust failed to comply with section 2.21 of the Academies Financial Handbook in respect of the provision of a variation to budget report and cash flow included within the monthly management accounts. This has been rectified following the year end.



Mrs Victoria Morrall  
Accounting Officer

Date: 14-12-21

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**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
(A Company Limited by Guarantee)

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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

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

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

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

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

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

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

  
.....  
Mrs Sarah Hammond  
Chair of Trustees

Date: 14.12.21.

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**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF**  
**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**

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**Opinion**

We have audited the financial statements of Ursula Taylor Church of England School (the 'academy') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

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

**Basis for opinion**

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

**Emphasis of matter - financial statements prepared on a basis other than going concern**

We draw attention to Note 1.2 to the financial statements which explains that the Trustees are planning to liquidate the company in due course, following the transfer of the Academy to another Multi Academy Trust during 2022. The Trustees therefore do not consider it to be appropriate to adopt the going concern basis of accounting in preparing the financial statements. Accordingly, the financial statements have been prepared on a basis other than going concern as described in Note 1.2. Our opinion is not modified in respect of this matter.

**Other information**

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

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**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF**  
**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL (CONTINUED)**

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We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

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

**Matters on which we are required to report by exception**

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

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

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

**Responsibilities of Trustees**

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

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

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**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
(A Company Limited by Guarantee)

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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
URSULA TAYLOR CHURCH OF ENGLAND SCHOOL (CONTINUED)**

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**Auditors' responsibilities for the audit of the financial statements**

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

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

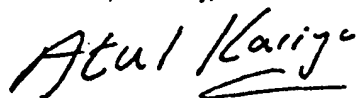
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of entity staff to identify any instances of non-compliance with laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness and reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing internal audit reports;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

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

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' Report.

**Use of our report**

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



**MHA MacIntyre Hudson**  
Chartered Accountants  
Statutory Auditors  
Milton Keynes

Date: 16 December 2021

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**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO URSULA  
TAYLOR CHURCH OF ENGLAND SCHOOL AND THE EDUCATION AND SKILLS FUNDING AGENCY**

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In accordance with the terms of our engagement letter dated 24 November 2020 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 Ursula Taylor Church of England School during the year 1 September 2020 to 31 August 2021 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to Ursula Taylor Church of England School and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Ursula Taylor Church of England School and ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Ursula Taylor Church of England School and ESFA, for our work, for this report, or for the conclusion we have formed.

**Respective responsibilities of Ursula Taylor Church of England School's Accounting Officer and the reporting accountant**

The Accounting Officer is responsible, under the requirements of Ursula Taylor Church of England School's funding agreement with the Secretary of State for Education dated 11 July 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 year 1 September 2020 to 31 August 2021 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

**Approach**

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

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

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

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

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**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
(A Company Limited by Guarantee)

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**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO URSULA  
TAYLOR CHURCH OF ENGLAND SCHOOL AND THE EDUCATION & SKILLS FUNDING AGENCY  
(CONTINUED)**

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The work undertaken to draw to our conclusion includes:

- reviewing the Minutes of the meetings of the Governing Body and other evidence made available to us, relevant to our consideration of regularity;
- a review of the objectives and activities of the Academy, with reference to the income streams and other information available to us as auditors of the Academy;
- testing a sample of payroll payments to staff;
- testing a sample of payments to suppliers and other third parties;
- consideration of governance issues; and
- evaluating the internal control procedures and reporting lines, testing as appropriate and making appropriate enquiries of the Accounting Officer.

**Conclusion**

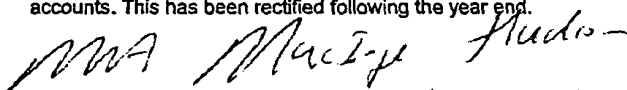
In the course of our work, except for the matters listed below nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 2020 to 31 August 2021 has not been applied to purposes intended by Parliament and the financial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

**Matter 1 - Control framework**

During the year, The Academy Trust failed to comply with section 2.7 of the Academies Financial Handbook in respect of the control framework in place around monthly bank reconciliations on the school fund account. Statements were only available on a quarterly basis and, because of this, monthly reconciliations were not undertaken and were reconciled only on statement availability, every quarter.

**Matter 2 - Monitoring the budget**

During the year, the Academy Trust failed to comply with section 2.21 of the Academies Financial Handbook in respect of the provision of a variation to budget report and cash flow included within the monthly management accounts. This has been rectified following the year end.



MHA MacIntyre Hudson  
Chartered Accountants  
Statutory Auditors  
Milton Keynes

Date: 16 December 2021

**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 AUGUST 2021**

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Restricted fixed asset funds 2021 £	Total funds 2021 £	Total funds 2020 £
<b>Income from:</b>						
Donations and capital grants	3	3,657	-	8,095	11,752	19,643
Charitable activities	4	-	1,763,216	-	1,763,216	1,672,075
Other trading activities	5	37,361	-	-	37,361	38,569
<b>Total income</b>		<b>41,018</b>	<b>1,763,216</b>	<b>8,095</b>	<b>1,812,329</b>	<b>1,730,287</b>
<b>Expenditure on:</b>						
Charitable activities		4,301	1,809,430	45,618	1,859,349	1,718,263
Other expenditure	7	37,874	-	-	37,874	39,628
<b>Total expenditure</b>	6	<b>42,175</b>	<b>1,809,430</b>	<b>45,618</b>	<b>1,897,223</b>	<b>1,757,891</b>
<b>Net expenditure</b>		<b>(1,157)</b>	<b>(46,214)</b>	<b>(37,523)</b>	<b>(84,894)</b>	<b>(27,604)</b>
Transfers between funds	16	-	(1,386)	1,386	-	-
<b>Net movement in funds before other recognised losses</b>		<b>(1,157)</b>	<b>(47,600)</b>	<b>(36,137)</b>	<b>(84,894)</b>	<b>(27,604)</b>
<b>Other recognised losses:</b>						
Actuarial losses on defined benefit pension schemes	22	-	(127,000)	-	(127,000)	(211,000)
<b>Net movement in funds</b>		<b>(1,157)</b>	<b>(174,600)</b>	<b>(36,137)</b>	<b>(211,894)</b>	<b>(238,604)</b>
<b>Reconciliation of funds:</b>						
Total funds brought forward	16	111,709	(252,805)	1,606,812	1,465,716	1,704,320
Net movement in funds	16	(1,157)	(174,600)	(36,137)	(211,894)	(238,604)
<b>Total funds carried forward</b>		<b>110,552</b>	<b>(427,405)</b>	<b>1,570,675</b>	<b>1,253,822</b>	<b>1,465,716</b>

**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 08606536**

**BALANCE SHEET**  
**AS AT 31 AUGUST 2021**

	Note	2021 £	2021 £	2020 £	2020 £
<b>Fixed assets</b>					
Tangible assets	13		1,566,517		1,606,812
<b>Current assets</b>					
Debtors	14	54,485		60,760	
Cash at bank and in hand	20	525,281		437,148	
		<u>579,766</u>		<u>497,908</u>	
Creditors: amounts falling due within one year	15	(71,461)		(61,004)	
<b>Net current assets</b>			<u>508,305</u>		<u>436,904</u>
<b>Total assets less current liabilities</b>			<u>2,074,822</u>		<u>2,043,716</u>
Defined benefit pension scheme liability	22		(821,000)		(578,000)
<b>Total net assets</b>			<u><u>1,253,822</u></u>		<u><u>1,465,716</u></u>
<b>Funds of the Academy</b>					
<b>Restricted funds:</b>					
Fixed asset funds	16	1,570,675		1,606,812	
Restricted income funds	16	393,595		325,195	
		<u>1,964,270</u>		<u>1,932,007</u>	
Restricted funds excluding pension asset	16				
Pension reserve	16	(821,000)		(578,000)	
		<u></u>		<u></u>	
<b>Total restricted funds</b>	16		<u>1,143,270</u>		<u>1,354,007</u>
<b>Unrestricted income funds</b>	16		<u>110,552</u>		<u>111,709</u>
<b>Total funds</b>			<u><u>1,253,822</u></u>		<u><u>1,465,716</u></u>

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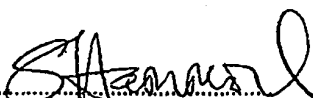
URSULA TAYLOR CHURCH OF ENGLAND SCHOOL  
(A Company Limited by Guarantee)  
REGISTERED NUMBER: 08606536

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 AUGUST 2021**

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The financial statements on pages 26 to 54 were approved and authorised for issue by the Trustees and are signed on their behalf, by:

  
.....  
Mrs Sarah Hammond  
Chair of Trustees

Date: 14.12.21

The notes on pages 30 to 54 form part of these financial statements.

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**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
**(A Company Limited by Guarantee)**

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash provided by operating activities	18	85,360	25,084
Cash flows from investing activities	19	2,773	5,589
Change in cash and cash equivalents in the year		88,133	30,673
Cash and cash equivalents at the beginning of the year		437,148	406,475
Cash and cash equivalents at the end of the year	20	<u>525,281</u>	<u>437,148</u>

The notes on pages 30 to 54 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021

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**1. Accounting policies**

Ursula Taylor Church of England School is a private company limited by guarantee, incorporated in England. Its registered number and address of registered office are detailed on page 1. The nature of the Academy Trust's operations and principal activity are detailed in the Trustees' Report.

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

The financial statements are prepared in £ sterling, rounded to the nearest £1.

**1.1 Basis of preparation of financial statements**

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

Ursula Taylor Church of England School meets the definition of a public benefit entity under FRS 102.

**1.2 Going concern**

The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Academy Trust to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements. It is the intention of the Trustees that the charitable company will cease activity during 2022 and the assets will be transferred to another Multi Academy Trust. The company would be liquidated in due course, following the transfer. The financial statements have therefore been prepared on a basis other than going concern. With an orderly transfer of the assets and liabilities of the Academy to another Multi Academy Trust, it is anticipated that liabilities will be settled in full and debtors recovered as they fall due. Accordingly, no restatement of assets and liabilities is expected to be required at the date of transfer.

**1.3 Income**

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

• **Grants**

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

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

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021

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1. Accounting policies (continued)

1.3 Income (continued)

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

- **Donations**

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

- **Other income**

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

- **Donated goods, facilities and services**

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

1.4 Expenditure

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

- **Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.

1.5 Interest receivable

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

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021

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1. Accounting policies (continued)

1.6 Taxation

The Academy is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

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

1.7 Tangible fixed assets

Assets costing £2000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

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

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

Depreciation is provided on the following bases:

Leasehold property	- straight line over 50 - 125 years
Furniture and fixtures	- straight line over 4 - 10 years
Plant and equipment	- straight line over 3 - 4 years

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

The Academy Trust occupies land and buildings which is owned by the St Albans Diocese. The Diocese is the provider of the property to the Academy Trust on the same basis as when the Academy was a voluntary controlled school. The Academy Trust occupies the property under a licence. This continuing permission of the Diocese is pursuant to, and subject to, the Diocese's charitable objects. The licence delegates aspects of the management of the land to the Academy Trust for the time being, but does not vest any rights over the land in the Academy Trust. The Trustee has given an undertaking to the Secretary of State that not less than two years' notice to terminate the occupation of the land will be given to the Academy Trust.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021

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1. Accounting policies (continued)

1.7 Tangible fixed assets (continued)

Having considered the factual matrix under which the Academy Trust is occupying the property, and the guidance in the Academies Accounts Direction, the Academy Trust Governors have concluded that the land and buildings transferred on conversion to the Academy Trust and owned by The St Albans Diocese should not be recognised on the balance sheet of the Academy Trust. However, the Academy Trust Governors consider that property improvements since conversion should be recognised at fair value on the balance sheet of the Academy Trust.

1.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.9 Cash at bank and in hand

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

1.10 Liabilities

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

1.11 Financial instruments

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

*Financial assets* - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 14. Prepayments are not financial instruments. Amounts due to the Academy's wholly owned subsidiary are held at face value less any impairment.

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

*Financial liabilities* - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 15. Taxation and social security are not included in the financial instruments disclosure definition. Deferred Income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument. Amounts due to the Academy's wholly owned subsidiary are held at face value less any impairment.

1.12 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021

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1. Accounting policies (continued)

1.13 Pensions

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

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

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

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

1.14 Fund accounting

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

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

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

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021

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2. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 22, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 August 2021. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Critical areas of judgment:

The judgements that have had a significant effect on amounts recognised in the Financial Statements are those concerning the choice of depreciation and asset lives.

3. Income from donations and capital grants

	Unrestricted funds 2021 £	Restricted fixed asset funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	3,657	-	3,657	6,831
Capital Grants	-	8,095	8,095	12,812
<b>Total 2021</b>	<b>3,657</b>	<b>8,095</b>	<b>11,752</b>	<b>19,643</b>

**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**4. Funding for the academy's direct costs**

	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
<b>DfE/ESFA grants</b>			
General Annual Grant	1,426,520	1,426,520	1,343,589
<b>Other DfE/ESFA grants</b>			
Pupil Premium	79,765	79,765	81,950
Teachers pension grant	47,675	47,675	49,779
UIFSM	41,131	41,131	47,005
Other ESFA / DfE grants	35,632	35,632	32,927
	<u>1,630,723</u>	<u>1,630,723</u>	<u>1,555,250</u>
<b>Other Government grants</b>			
Local Authority grants	97,086	97,086	99,023
	<u>97,086</u>	<u>97,086</u>	<u>99,023</u>
<b>COVID-19 additional funding (DfE/ESFA)</b>			
Catch-up premium grant	28,240	28,240	-
	<u>28,240</u>	<u>28,240</u>	<u>-</u>
<b>Other funding</b>			
Other income	7,167	7,167	17,802
	<u>7,167</u>	<u>7,167</u>	<u>17,802</u>
<b>Total 2021</b>	<u><u>1,763,216</u></u>	<u><u>1,763,216</u></u>	<u><u>1,672,075</u></u>

**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**4. Funding for the academy's direct costs (continued)**

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

The academy received £28,240 of funding for catch-up premium and costs incurred in respect of this funding totalled £28,240 with no balance carried forward.

**5. Income from other trading activities**

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Kids club	37,361	37,361	37,911
Other income	-	-	658
<b>Total 2021</b>	<b>37,361</b>	<b>37,361</b>	<b>38,569</b>

**6. Expenditure**

	Staff Costs 2021 £	Premises 2021 £	Other 2021 £	Total 2021 £	Total 2020 £
Educational operations					
Direct costs	1,356,449	-	72,665	1,429,114	1,316,143
Allocated support costs	164,265	80,589	185,381	430,235	402,120
Other expenditure	35,111	-	2,763	37,874	39,628
<b>Total 2021</b>	<b>1,555,825</b>	<b>80,589</b>	<b>260,809</b>	<b>1,897,223</b>	<b>1,757,891</b>

**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**7. Other expenditure**

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Other costs	2,763	2,763	2,179
Kids club - wages and salaries	30,186	30,186	31,933
Kids club - NI	1,775	1,775	1,357
Kids club - pension costs	3,150	3,150	4,159
<b>Total 2021</b>	<b>37,874</b>	<b>37,874</b>	<b>39,628</b>

**8. Analysis of expenditure by activities**

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £	Total funds 2020 £
Educational operations	1,429,114	430,235	1,859,349	1,718,263

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**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**8. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	<b>Total funds 2021 £</b>	<b>Total funds 2020 £</b>
Pension cost	9,000	5,000
Staff costs	164,265	162,759
Depreciation	45,617	46,967
Bought in professional services	21,570	20,530
Maintenance of premises & equipment	43,905	32,462
Rates and water	12,194	11,870
Energy	22,099	18,838
Insurance	6,549	6,912
Catering	55,130	53,414
Other occupancy costs	12,475	11,935
Other support costs	25,925	20,191
Governance costs	11,506	11,242
<b>Total 2021</b>	<b>430,235</b>	<b>402,120</b>

**9. Net expenditure**

Net expenditure for the year includes:

	<b>2021 £</b>	<b>2020 £</b>
Operating lease rentals	4,590	4,590
Depreciation of tangible fixed assets	45,617	46,967
Fees paid to auditors for:		
- audit	7,330	8,810
- other services	4,450	1,350

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**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

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**10. Staff**

**a. Staff costs**

Staff costs during the year were as follows:

	2021	2020
	£	£
Wages and salaries	1,118,506	1,033,547
Social security costs	83,464	82,942
Pension costs	344,831	280,808
	<u>1,546,801</u>	<u>1,397,297</u>
Agency staff costs	4,512	19,774
	<u>1,551,313</u>	<u>1,417,071</u>

**b. Staff numbers**

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

	2021	2020
	No.	No.
Teaching	18	17
Administration and support	32	33
Management	5	5
	<u>55</u>	<u>55</u>

**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**10. Staff (continued)**

**c. Higher paid staff**

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

	2021 No.	2020 No.
In the band £60,001 - £70,000	-	1
In the band £70,001 - £80,000	1	-

**d. Key management personnel**

The key management personnel of the Academy comprise the Trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy was £313,929 (2020: £229,297).

**11. Trustees' remuneration and expenses**

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

		2021 £	2020 £
Mrs Victoria Morrall, Headteacher	Remuneration	70,000 - 75,000	65,000 - 70,000
	Pension contributions paid	15,000 - 20,000	15,000 - 20,000
Ms Katherine Hall, Staff Governor	Remuneration	55,000 - 60,000	50,000 - 55,000
	Pension contributions paid	10,000 - 15,000	10,000 - 15,000
Mr Callum Masterson, Staff Governor (resigned 30 April 2020)	Remuneration	N/A	15,000 - 20,000
	Pension contributions paid	N/A	0 - 5,000
Miss Steph Harber, Staff Governor (resigned 31 August 2020)	Remuneration	N/A	40,000 - 45,000
	Pension contributions paid	N/A	0 - 5,000

During the year ended 31 August 2021, no Trustee expenses have been incurred (2020 - £NIL).

**URSULA TAYLOR CHURCH OF ENGLAND SCHOOL**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2021**

**12. Trustees' and Officers' Insurance**

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

**13. Tangible fixed assets**

	Leasehold property £	Plant and equipment £	Furniture and fixtures £	Total £
<b>Cost or valuation</b>				
At 1 September 2020	1,674,529	88,865	64,422	1,827,816
Additions	5,322	-	-	5,322
At 31 August 2021	1,679,851	88,865	64,422	1,833,138
<b>Depreciation</b>				
At 1 September 2020	119,686	74,375	26,943	221,004
Charge for the year	30,790	8,385	6,442	45,617
At 31 August 2021	150,476	82,760	33,385	266,621
<b>Net book value</b>				
At 31 August 2021	1,529,375	6,105	31,037	1,566,517
At 31 August 2020	1,554,843	14,490	37,479	1,606,812

Included within leasehold property is leasehold land of £210,450 (2020: £212,250) which is owned by the local authority who have granted a 125 year lease to the Academy at no cost to the Academy.

The remaining amount of £1,318,916 (2020: £1,342,593) relates to the additional classrooms built for the Academy by the Local Authority and transferred to the Academy by the Local Authority in 2017.

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**14. Debtors**

	2021 £	2020 £
Due within one year		
Other debtors	15,501	29,110
Prepayments and accrued income	38,984	31,650
	<u>54,485</u>	<u>60,760</u>

**15. Creditors: Amounts falling due within one year**

	2021 £	2020 £
Trade creditors	-	1,955
Accruals and deferred income	71,461	59,049
	<u>71,461</u>	<u>61,004</u>

	2021 £	2020 £
Deferred income at 1 September	29,146	36,009
Resources deferred during the year	23,731	29,146
Amounts released from previous periods	(29,146)	(36,009)
Deferred income at 31 August	<u>23,731</u>	<u>29,146</u>

At the balance sheet date the Academy was holding funds received in advance for the following purposes: School meals £23,731 (2020: £25,546) and Trip income £nil (2020: £3,600).

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**16. Statement of funds**

	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers In/out £	Gains/ (Losses) £	Balance at 31 August 2021 £
<b>Unrestricted funds</b>						
General unrestricted funds	111,709	41,018	(42,175)	-	-	110,552
<b>Restricted general funds</b>						
General Annual Grant (GAG)	325,195	1,418,329	(1,508,153)	(1,386)	-	233,985
Pupil premium	-	79,765	(79,765)	-	-	-
Other restricted funds	-	265,122	(105,512)	-	-	159,610
Pension reserve	(578,000)	-	(116,000)	-	(127,000)	(821,000)
	(252,805)	1,763,216	(1,809,430)	(1,386)	(127,000)	(427,405)
<b>Restricted fixed asset funds</b>						
Fixed asset funds	1,606,812	8,095	(45,618)	1,386	-	1,570,675
<b>Total Restricted funds</b>	1,354,007	1,771,311	(1,855,048)	-	(127,000)	1,143,270
<b>Total funds</b>	1,465,716	1,812,329	(1,897,223)	-	(127,000)	1,253,822

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**16. Statement of funds (continued)**

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

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

The other restricted funds relate to various school and educational activities which are not funded by the General Annual Grant. This includes pupil premium and other Local Authority funding for which income received is used to cover costs associated with these activities. Unrestricted reserves are used to meet charitable objectives of the academy at the discretion of the Trustees.

The defined benefit pension scheme relates to the pension deficit arising on the LGPS pension scheme. The fund is in deficit but given the nature of the liability this is not payable immediately. There are plans in place to meet the deficit such that there are no constraints in the Academy reserves.

A transfer of £1,386 was made from the restricted funds to restricted fixed asset funds for amounts capitalised during the year.

Restricted fixed asset funds represent amounts invested in fixed assets less depreciation.

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**16. Statement of funds (continued)**

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

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2020 £
<b>Unrestricted funds</b>						
General unrestricted funds	156,318	45,400	(45,912)	(44,097)	-	111,709
<b>Restricted general funds</b>						
General Annual Grant (GAG)	198,735	1,343,589	(1,217,129)	-	-	325,195
Pupil premium	-	328,486	(383,883)	55,397	-	-
Pension reserve	(303,000)	-	(64,000)	-	(211,000)	(578,000)
	<u>(104,265)</u>	<u>1,672,075</u>	<u>(1,665,012)</u>	<u>55,397</u>	<u>(211,000)</u>	<u>(252,805)</u>
<b>Restricted fixed asset funds</b>						
Fixed asset funds	1,652,267	12,812	(46,967)	(11,300)	-	1,606,812
<b>Total Restricted funds</b>	<u>1,548,002</u>	<u>1,684,887</u>	<u>(1,711,979)</u>	<u>44,097</u>	<u>(211,000)</u>	<u>1,354,007</u>
<b>Total funds</b>	<u>1,704,320</u>	<u>1,730,287</u>	<u>(1,757,891)</u>	<u>-</u>	<u>(211,000)</u>	<u>1,465,716</u>

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**17. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Restricted fixed asset funds 2021 £	Total funds 2021 £
Tangible fixed assets	(4,158)	-	1,570,675	1,566,517
Current assets	114,710	465,056	-	579,766
Creditors due within one year	-	(71,461)	-	(71,461)
Provisions for liabilities and charges	-	(821,000)	-	(821,000)
<b>Total</b>	<b>110,552</b>	<b>(427,405)</b>	<b>1,570,675</b>	<b>1,253,822</b>

**Analysis of net assets between funds - prior year**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £
Tangible fixed assets	-	-	1,606,812	1,606,812
Current assets	111,709	386,199	-	497,908
Creditors due within one year	-	(61,004)	-	(61,004)
Provisions for liabilities and charges	-	(578,000)	-	(578,000)
<b>Total</b>	<b>111,709</b>	<b>(252,805)</b>	<b>1,606,812</b>	<b>1,465,716</b>

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**18. Reconciliation of net expenditure to net cash flow from operating activities**

	2021 £	2020 £
Net expenditure for the year (as per Statement of Financial Activities)	(84,894)	(27,604)
<b>Adjustments for:</b>		
Depreciation	45,617	46,967
Capital grants from DfE and other capital income	(8,095)	(12,812)
Defined benefit pension scheme cost less contributions payable	107,000	59,000
Defined benefit pension scheme finance cost	9,000	5,000
Decrease/(increase) in debtors	6,274	(9,183)
Increase/(decrease) in creditors	10,458	(36,284)
<b>Net cash provided by operating activities</b>	<b>85,360</b>	<b>25,084</b>

**19. Cash flows from investing activities**

	2021 £	2020 £
Purchase of tangible fixed assets	(5,322)	(7,223)
Capital grants from DfE Group	8,095	12,812
<b>Net cash provided by investing activities</b>	<b>2,773</b>	<b>5,589</b>

**20. Analysis of cash and cash equivalents**

	2021 £	2020 £
Cash in hand and at bank	525,281	437,148
<b>Total cash and cash equivalents</b>	<b>525,281</b>	<b>437,148</b>

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**21. Analysis of changes in net debt**

	At 1 September 2020 £	Cash flows £	At 31 August 2021 £
Cash at bank and in hand	437,148	88,133	525,281
	<u>437,148</u>	<u>88,133</u>	<u>525,281</u>

**22. Pension commitments**

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

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

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

**Teachers' Pension Scheme**

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

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

**The Teachers' Pension Budgeting and Valuation Account**

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

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22. Pension commitments (continued)

- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI, assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

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

The employer's pension costs paid to TPS in the year amounted to £170,831 (2020 - £152,808).

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

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

**Local Government Pension Scheme**

The LGPS is a funded defined benefit pension scheme, with the assets held in separate Trustee-administered funds. The total contribution made for the year ended 31 August 2021 was £88,000 (2020 - £87,000), of which employer's contributions totalled £68,000 (2020 - £69,000) and employees' contributions totalled £ 20,000 (2020 - £18,000). The agreed contribution rates for future years are 22.9 per cent for employers and 5.5 - 12.5 per cent for employees.

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

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

**Principal actuarial assumptions**

	2021	2020
	%	%
Rate of increase in salaries	3.85	3.25
Rate of increase for pensions in payment/inflation	2.85	2.25
Discount rate for scheme liabilities	1.65	1.65
Commutation of pensions to lump sums	50.00	50.00

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**22. Pension commitments (continued)**

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

	2021 Years	2020 Years
Retiring today		
Males	22.2	22.2
Females	24.5	24.3
Retiring in 20 years		
Males	23.2	23.4
Females	26.2	26.1

**Sensitivity analysis**

	2021 £000	2020 £000
Discount rate +0.1%	48	37
Discount rate -0.1%	(50)	(38)
Mortality assumption - 1 year increase	73	44
Mortality assumption - 1 year decrease	(70)	(43)
CPI rate +0.1%	46	35
CPI rate -0.1%	(45)	(34)

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**22. Pension commitments (continued)**

**Share of scheme assets**

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

	2021 £	2020 £
Equities	682,000	539,000
Bonds	182,000	128,000
Property	91,000	75,000
Cash and other liquid assets	21,000	48,000
<b>Total market value of assets</b>	<b>976,000</b>	<b>790,000</b>

The actual return on scheme assets was £96,000 (2020 - £51,000).

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

	2021 £	2020 £
Current service cost	(174,000)	(128,000)
Interest income	14,000	13,000
Interest cost	(23,000)	(18,000)
Administrative expenses	1,000	-
<b>Total amount recognised in the Statement of Financial Activities</b>	<b>(182,000)</b>	<b>(133,000)</b>

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

	2021 £	2020 £
<b>At 1 September</b>	<b>1,368,000</b>	<b>931,000</b>
Current service cost	174,000	128,000
Interest cost	23,000	18,000
Employee contributions	20,000	18,000
Actuarial losses	209,000	249,000
Benefits paid	3,000	24,000
<b>At 31 August</b>	<b>1,797,000</b>	<b>1,368,000</b>

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**23. Operating lease commitments**

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

	2021 £	2020 £
Not later than 1 year	1,310	1,310
Later than 1 year and not later than 5 years	3,341	4,651
	<u>4,651</u>	<u>5,961</u>

**24. Members' liability**

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

**25. Related party transactions**

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

No related party transactions took place in the year, other than certain Trustees' remuneration and expenses already disclosed in note 11.