

# Annual Report and Financial Statements

Year ended 31 August 2021

**North Star  
Community Trust Ltd**

*(Formerly Cuckoo Hall  
Academies Trust)*

*Company Limited by Guarantee  
Registration Number 07355559  
(England and Wales)*



Stronger  
Together

  
**NORTH STAR**  
COMMUNITY TRUST

## Foreword from the Chair of the Board of Trustees



### Welcome to our Annual Review,

I want to pay particular tribute to the teaching and learning teams in all the Trust's schools, and our Trustees and governors, who have gone above and beyond all expectations to support children's learning and wellbeing during a truly extraordinary year. The relentless efforts of all our staff to ensure every child was supported, assessed, and most importantly helped to be happy - whether they worked directly in a school or in one of the central teams - has been remarkable.

In this report, you will be able to read in more detail about some of the work we have undertaken over the past 12 months, including our key strategic themes and priorities. In these fast-moving and uncertain times, we have ensured we kept that strategy agile in order to address the ongoing impact of COVID-19 and the challenges that repeatedly arose.

I believe the Trust can be extremely proud of the holistic approach we have taken to support children and their families.

We have provided very significant hardship support through a dedicated fund, food vouchers, emergency clothing and weekly bags of food.

We have done everything we can to help the wellbeing of the children and often their families as well.

Working with external agencies and a range of local partners, we have often been a safety net for many of our community, leading to praise nationally from The Children's Society.



We have a clear focus on children's mental health and wellbeing, with professional support available to our children where needed and addressing difficult issues addressed through PSHE, tutor time and assemblies. Staff also have access to professional help through the Health Shield package, one of the free benefits of working for the Trust. Training continues to be undertaken by staff for mental health first aid and awareness to enable more internal support.

The amalgamation of Woodpecker Hall and Cuckoo Hall Academies has been completed and approved by the Department for Education (DfE). The next phase of the project is already underway: working with the local authority and our partners, we are confident that the development project will provide both new education facilities as well as helping to regenerate the area and improve the amenities for the local community.

The Trust successfully re-branded in July 2021, and the new name 'North Star Community Trust' was successfully implemented without any setbacks. We continue to lead the way in incorporating sustainability into our curriculum as well as our buildings.



I was especially proud that even with the pandemic heavily impacting students, Heron Hall Academy, our secondary school, was able to ensure excellent progress with good academic attainment in all subjects. Achieving the Bronze Award in the prestigious Pearson National Secondary School of the Year Awards highlighted the incredible journey the school has been on and the effort of the Headteacher and every member of the team at Heron Hall Academy.



I must also place on record the invaluable contribution made to help us meet those challenges by our Board of Trustees and the representatives of our governing bodies. We could not have asked more of them. Their support, their critical challenge, as well as their words of encouragement, both publicly and privately, has ensured that we have placed ourselves in the best possible position to support our children and families.

Together with our staff, we will do our utmost to help our community with support and care, provide an excellent education for every child in our schools and lead them to new opportunities to succeed; we will be Stronger Together.

**Dr Donald Graham**  
**Chair, Board of Trustees**

## Overview from the Chief Executive Officer



### Stronger Together

This year has undoubtedly been the most challenging in the Trust's 11-year history. It has also been the most rewarding in many ways as staff and families have come together like never before at a time of national crisis to do absolutely everything we can to support the children.

As the pandemic continued, our online learning provision improved dramatically in line with other schools. All schools in the Trust developed robust covid recovery plans, which are regularly reviewed, to ensure any learning gaps are addressed. The children are progressing well, despite the unprecedented disruptions to their education. We revised the Trust's Stronger Together Strategy, first launched in 2020, with an annual review and update undertaken in 2021. Our three-year strategy focuses with a laser-like provision of preparing children for the future through high-quality education and opportunities.

In revising the strategy, the Trust considered its direction of travel as a provider of high-quality education and critically, in the light of the pandemic, to supporting a holistic approach to meeting the needs of children. This helped us to focus even more clearly on the role we will play within the wider local community.

### 'Education, Community and Opportunity.'

Despite the impact of the pandemic, we have continued to deliver our overall strategic aims. We know that the challenges ahead are significant for everyone involved in education. But the power of education to transform lives is unquestionable, and this is what motivates our Trustees, governors and staff. Everything we do is for the children.

We will also enhance our efforts to work with parents to encourage vital learning outside of the classroom and ensure children's current high standards of behaviour, which are essential to a good education, are maintained and strengthened.

We are preparing for growth both organically and strategically. Heron Hall Academy is on course to create a new Sixth Form to offer Key Stage 5 learning at the start of the 2023/24 academic year. We are also considering welcoming other schools

**// Over the next three years, we plan to build on the strong culture we have developed and our track record of success, shaping a new strategy to deliver on our overarching mission to improve life chances. //**

into our family who want to benefit from joining the Trust, where we believe this would be in both our interests.

To be genuinely regarded as an employer of choice, we continue to invest in our staff through training, career development and progression opportunities. The new People Plan will ensure that every person at North Star has a clear pathway for development, no matter what their role is. We have also focused on building high-quality leadership and developing the best possible leadership teams across all areas of the Trust. The demands are particularly difficult at this time, so we have placed emphasis on leaders on staff development opportunities, wellbeing and mental health.

As a financially sustainable Trust, we will always make prudent decisions with our resources. Our 3-year financial plan is set to deliver on what we need in the coming years. As with other schools in the area, we are facing uncertain demographic changes, so a cautious approach has helped ensure the Trust is in a financially strong position while meeting all the increasing challenges and demands. You can read more about this in the detailed finance section in the second part of this report.

## Safeguarding

The team's performance continues to be outstanding. The impact of the pandemic on safeguarding related issues has been profound, and the increase in need continues to gain momentum. Cases have already risen by increasing by over 300%. It is also clear that the overall challenges experienced by our community are increasing in complexity and this situation is further complicated by the extreme pressures being experienced by our partner agencies.

The key areas that we have identified to help us work in the most efficient and effective way possible given the current challenging circumstances include:

- Conversion of all historical records to digital format records to create a department that is as far as possible "paperless" in line with the Trust's aims for sustainability.
- Create an SLA and create a clear and formalised baseline of expectations for collaborative working.
- We are streamlining the attendance processes and ensuring that we are working collaboratively in the most effective way.
- A continuing programme to develop the skills and competencies of DSL's across the Trust
- Ongoing development of the use of safeguarding software to increase effectiveness.

## Community Outreach

Through the pandemic, the team had to completely rethink the ways in which it supported our families. A dedicated foodbank, collecting food donations from eight different organisations, was created and regularly gave out over 200 large bags of food a week. The team made themselves available to families out of regular working hours and during the lockdowns. They delivered training and skills sessions online where possible, upskilling many parents to ensure this was possible. The emotional fallout of the situation is very evident in our staff and our families. The close working links between the Community Outreach and Safeguarding teams have been critical in supporting our families.

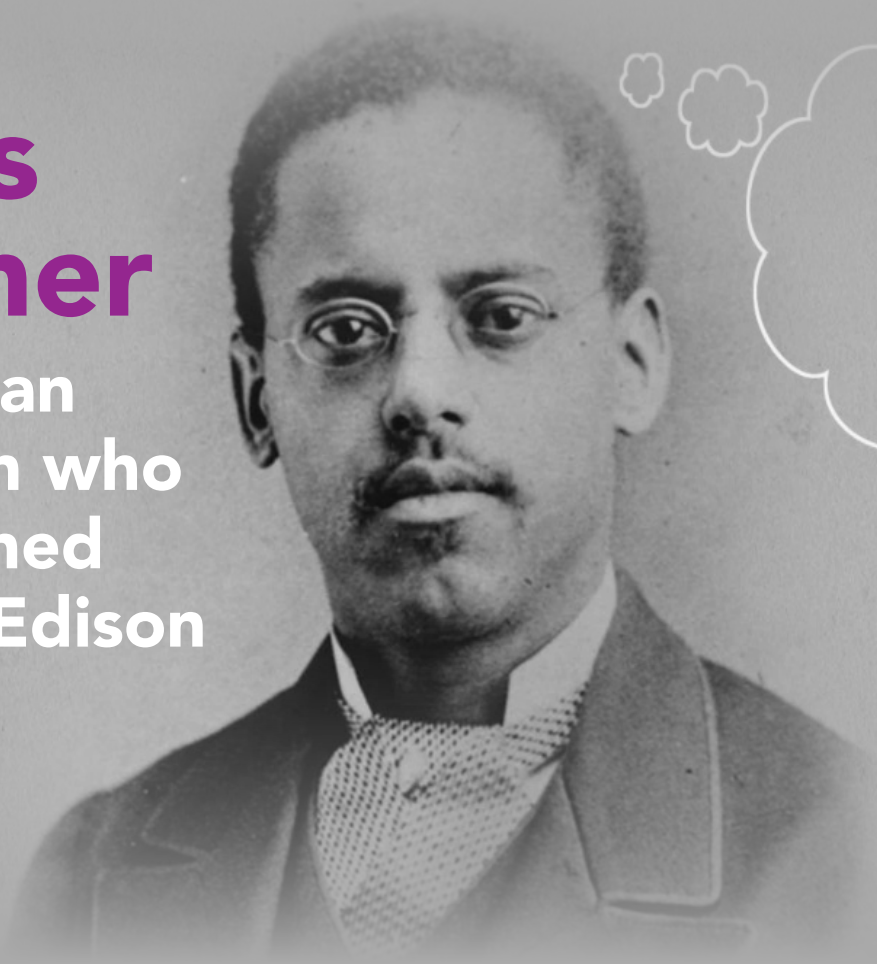
We are looking at options of increasing the volunteers that are being used by involving the wider community for support, with work placements where students can gain valuable experience and an understanding of the benefits of supporting their community.



Meet

# Lewis Latimer

the African American who enlightened Thomas Edison



## **Sustainability**

We continue to lead the way in incorporating sustainability into our curriculum as well as our building. We have been invited to present both locally and nationally about how we have achieved up to 25% of our energy from renewable energy from solar panels and for the way we have included such a strong theme of sustainability through teaching and learning.

## **Secondary School of the Year Competition Success**

Heron Hall Academy continues to make progress year on year. Receiving the prestigious Bronze Award in the Pearson National Secondary School of the Year competition further highlighted the excellent work that happens each and every day in the school and is delivering outstanding results.

## **Woodpecker Pupils Correct History**

A group of Year 6 pupils at Woodpecker Hall have achieved something few school children ever do. In North Star schools, pupils are encouraged to have a voice and to take action where they feel it is needed. Great Inventors is a book used by thousands of schools. Woodpecker's Year 6 class, however, spotted a huge historical mistake. The author credits Thomas Edison with the invention of the filament in the light bulb.

But, said our children, it was not Edison that invented this - it was Lewis Latimer. The children decided to write to the publishers asking for this to be corrected - the world-famous Oxford University Press. They said it was deeply important that Latimer is credited with this work as he is an inspiring Black figure from history who is often forgotten about.

A very senior editor at Oxford University Press immediately wrote back: "I completely agree with you that it is of utmost importance that history books like this one accurately reflect the achievements of significant Black figures such as Latimer. Omissions and inaccuracies contribute to key Black people from our history being unfairly overlooked. I apologise sincerely for this inaccuracy on our part, and thank you once again for bringing it to our attention. We will be making the correction at the earliest opportunity."

## **Team North Star**

I am very fortunate to work with colleagues who inspire me every day. Across the Trust, the schools and support services teams have shown that dedication, professionalism, empathy, and collaboration will help you achieve more than the sum of your parts.

Our schools are situated in very disadvantaged areas in the London Borough of Enfield in North London. With disadvantage comes deprivation, socio-economic challenges, housing issues which often lead to more challenging situations for the children and families that struggle to balance these factors. Through the work of the Trust, we provide the safety net and support to educate children and support them and their families so they can become the citizens of the future. They will improve our society and help our community to improve and overcome the challenges it faces.

Seeing happy children who love school and want to learn despite some of the challenges they face is the key motivation for our continued drive to do better and keep improving in everything we do. Our children deserve the best, and we will make sure they succeed.

**Marino Charalambous**  
**Chief Executive Officer**



## North Star Community Trust at a glance

5 (as at Aug 21) schools

We educate 2,600 pupils

North Star has 360 staff

96% of our primary school families say we communicated 'Very well' or 'Well' with them during the pandemic

250 bags of food given out to families weekly

Over 100 parents volunteer with us

Over 500 families take part in Community Outreach activities

We have 900 PV solar panels delivering 25% of our electricity across the Trust.





# Annual Report and Financial Statements

*Year ended 31 August 2021*

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**Members**

Dr D Graham (Chair)  
Prof. A O’Hear  
Prof. D M Hewitt (appointed 15 December 2020)  
Mr A Lancaster  
Ms J Tallis (appointed 15 December 2020)

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**Directors**

Dr D Graham (Chair)  
Mr A Ayoade  
Mr D Broadbent  
Mr R Bryant  
Mr M Charalambous (Ex-Officio)  
Ms S El Hadri  
Prof. D M Hewitt (Resigned 15 December 2020)  
Mrs S Rubenstein  
Ms J Tosh

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**Company Secretary**

Mrs Susan Ellingham (appointed 1 December 2020)  
Mrs Angela Cattermole (resigned 30 November 2020)

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**Trust Senior Management Team**

CEO  
Director of Finance

Mr Marino Charalambous  
Mrs Susan Ellingham (appointed 01 December 2020)  
Mrs Angela Cattermole (resigned 30 November 2020)

Head Teacher

Miss Nicola Ross – Cuckoo Hall Academy/ Woodpecker Hall Academy (from 1 September 2020)

Head Teacher  
Head Teacher  
Head Teacher

Mr Matthew Clifford – Kingfisher Hall Academy  
Mr Arthur Barzey – Heron Hall Academy  
Jade-Simone Bacon (appointed 1 September 2020) – Enfield Heights Academy

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**Principal and Registered Office**

Harmony House  
Cuckoo Hall Lane  
Edmonton  
London  
N9 8DR

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**Company Registration Number**

07355559 (England and Wales)

**Auditor**

Buzzacott LLP  
130 Wood Street  
London  
EC2V 6DL

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**Bankers**

National Westminster Bank plc  
9 The Town  
Enfield  
N2 6LE

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**Solicitors**

Hill Dickenson LLP  
1 St Paul’s Square  
Liverpool  
L3 9SJ

The trustees present their annual report together with the financial statements and the auditor's reports on the charitable company for the period from 1 September 2020 to 31 August 2021.

The annual report serves the purposes of both a trustees' report, and a directors' report under company law. The trust operates 1 secondary and 4 primary academies in the Enfield area. The ESFA's Financial Notice to Improve ('FNTI'), issued in January 2015, was lifted in during the previous financial year, in February 2020.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

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### 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 Trust"). The trustees of North Star Community Trust Limited are also the directors of the charitable company for the purposes of company law. The charitable company is known as North Star Community Trust. The Trust was previously known as Cuckoo Hall Academies Trust and changed its name to North Star Community Trust on 27 March 2021.

Details of the trustees who serve on the board of the Trust are included in the Reference and Administrative Details on page 11.

### 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.

### Trustees' indemnities

Trustees benefit from indemnity insurance purchased at the Academy Trust's expense to cover the liability of the trustees 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, provided that any such insurance shall not extend to any claim arising from any act or omission which the trustees knew to be a breach of trust or breach of duty or which was committed by the trustees in reckless disregard to whether it was a breach of trust or breach of duty or not and provided also that any such insurance shall not extend to the costs of any unsuccessful defence to a criminal prosecution brought against the trustees in their capacity as directors of the Academy Trust.

### Trustees

The trustees are directors of the charitable company for the purposes of the Companies Act 2006. The trustees listed on page 11 were in office during the year and at the date of approval of these financial statements (except where indicated).

## Method of recruitment and appointment or election of trustees

- As at 31 August 2021 the Academy Trust sets out the following membership and recruitment structure for the Board in its articles of association and funding agreement:
- up to 9 trustees who are appointed by members;
- up to 5 chairs of the local governing bodies;
- up to 5 Head Teachers of the Academies;
- the Chief Executive Officer; and

additional Trustees can be appointed by the Secretary of State.

Trustees are appointed for a four year period, except for the Chief Executive Officer. Any election of the Academy Trust's directors that is contested shall be held by secret ballot.

## Induction and training of trustees, governors and directors

Trustees of North Star Community Trust ('NSCT') and governors on local governing bodies will vary in their experience. New trustees sign up to the Purpose and Role of the Trustee & Code of Practice which sets out what is expected of a trustee or governor. The training and induction includes an annual planned programme to cover key governance areas. A skills audit is carried out periodically and training commissioned on the basis of the outcome of the skills audit.

## Organisational structure

Cuckoo Hall Academy, Woodpecker Hall Primary Academy, Kingfisher Hall Primary Academy, Enfield Heights Academy and Heron Hall Academy are governed by the North Star Community Trust which delegates functions as appropriate to the individual School Governing Bodies, the governors of whom are appointed by the Academy Trust and include two parental representatives and one staff governor.

During the year Cuckoo Hall Academy and Woodpecker Hall Academy were managed as one school with a shared leadership structure in place. This was in place whilst an application to amalgamate the two academies was in progress. The amalgamation was agreed on 25 July 2021 and financial analysis of funds by academy reflects the amalgamated figures under the new academy – Woodpecker Hall Academy only.

The organisational structure of the Academy Trust consists of three levels: the trustees, academy governors and the Senior Management Team. The aim of the management structure is to devolve responsibility and encourage involvement in decision making at all levels.

The trustees are responsible for setting general policy, adopting an annual plan and budget for the Academy Trust, monitoring progress in each Academy on a financial and performance basis at a strategic level and calling to account the individual academy governing bodies and the NSCT Senior Management Team for the progress in each academy. The trustees are also responsible for the appointment of senior staff in the Academy Trust, but may delegate appointments to the local governing body except for the appointment of a member of the NSCT Senior Management Team.

## Organisational structure (continued)

The individual academy governing bodies, along with the Chief Executive, are responsible for monitoring the performance of the Head Teachers and their Senior Leadership Teams ('SLT') on a regular basis.

The NSCT Senior Management Team members are the Chief Executive, Head Teachers of each of the academies, the Director of Finance and the Trust Senior Management Team. These managers control the Academy Trust at an executive level, implementing the policies laid down by the trustees and reporting back to them. As a group the senior managers are responsible for the authorisation of spending within agreed budgets and for the appointment of staff.

## Arrangements for setting pay and remuneration of key management personnel

The key management personnel of the Trust are the members, directors and Senior Management Team. Pay decisions at NSCT are ultimately made by the NSCT Board but are delegated to the Chief Executive and the Head Teachers of the individual academies. The NSCT Board determine the Chief Executive's pay, the pay of the Head Teachers and other members of the Senior Management Team in consultation with the Chief Executive Officer.

## Trade union facility time

### Relevant union officials

Number of employees who were relevant union officials during the period	Full-time equivalent employee number
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1	1
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Percentage of time spent on facility time	Number of employees
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0%	1
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1% - 50%	—
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51% - 99%	—
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100%	—
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### Percentage of pay bill spent on facility time

Total cost of facility time	£0
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Total pay bill	£14,823,000
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Percentage of the total pay bill spent on facility time, calculated as: 0.0%

(total cost of facility time ÷ total pay bill) x 100

## Trade union facility time *(continued)*

### **Paid trade union activities**

Time spent on paid trade union activities as a percentage of total paid facility time hours calculated as:  (total hours spent on paid trade union activities by relevant union officials during the relevant period ÷ total paid facility time hours) x 100	—
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## Engagement with employees (including disabled persons)

The Trust values its employees highly and makes the following pledges to all its employees within its three-year strategy:

- Our Trust will be a caring, meaningful place to work and learn, a place to be proud of, with every member of staff playing their part in our vision – to provide every child with an enriching and inspirational educational experience;
- Our Trust will support every member of staff in their career development, working with each individual to understand their hopes and aspirations for the future;
- Our Trust will provide professional development opportunities and support of the highest standard, drawing on experts within and beyond our Trust;
- Our Trust will be committed to ensuring workload is fair and manageable, drawing on our professional community to share resources and planning wherever possible;
- Our Trust will support staff to maintain a healthy work life balance, recognising that our staff are also parents, carers and people with wider interests and responsibilities.

The Trust has demonstrated its commitment to these pledges with a number of actions during a challenging year for staff:

- A weekly e-letter from the CEO sent to all staff which celebrates successes, informs staff of what is happening in all parts of the Trust, welcomes new staff, and provides wellbeing tips and advice;
- During lockdown the CEO held a regular catch-up with administrative staff via Zoom;
- At the end of the lockdown period all staff were offered counselling sessions to support their return to work and address any mental health issues that had arisen during lockdown;
- A return to work survey was undertaken for all staff to comment on their main areas of concern so that these could be taken into account in the Trust's COVID-19 risk assessment;
- There is a Staffing and Operations sub-committee of the Trust Board which reviews staff-related metrics on a termly basis.
- The Trust undertook an equality, diversity and inclusion review to enable improvement in where needed.

### Engagement with suppliers, customers and other stakeholders

Being at the heart of its communities is a hallmark of the Trust and the Trust makes the following pledges in its three-year strategy:

- Our Trust will ensure that each school will always be led by exceptional educationalists with a strong-track record of leading within high-performing schools;
- Our Trust will foster a community of schools committed to supporting one another's improvement and success; with expert teachers working together – across schools – to enhance the curriculum, teaching and learning, professional development, and much more;
- Our Trust will provide the highest standards of safeguarding support, ensuring all pupils and staff are safe and secure;
- Our Trust will provide high quality mental health and wellbeing support, ensuring that children and young people are supported with care and are ready to learn;
- Our Trust will provide high quality and ethical governance at all levels, providing schools with the necessary balance of support and challenge in order for them to succeed;
- Our Trust will foster a range of key relationships with external agencies and organisations, including those across our communities, who can contribute to our efforts to ensure every child and school thrives;
- Our Trust will work in partnership to improve educational, employment and social opportunities for parents, carers and others in our wider school community.

The Trust has an active and effective Community Outreach team and also set up a hardship fund to support families struggling during the COVID-19 crisis. The Trust assessed every child on their return to school after lockdown to identify gaps in their learning to help plan and implement a catch up programme.

### Connected organisations, including related party relationships

There are no related parties which either control or significantly influence the decisions and operations of North Star Community Trust. There are no external sponsors.

Transactions with trustees and governors are set out in note 19 to the accounts





## OBJECTIVES AND ACTIVITIES

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### Objects and aims

The principal object and activity of the Charitable Company is the operation of academies to provide a broad and balanced education including English, Mathematics and Science as all-ability inclusive schools.

North Star Community Trust is responsible for the operation of Cuckoo Hall Academy (now amalgamated with Woodpecker Hall Academy), Woodpecker Hall Academy (which opened in September 2011), Kingfisher Hall Academy (which opened in September 2012), Enfield Heights Academy (which joined NSCT on 1 September 2014) and Heron Hall Academy (a new Secondary free school which opened in September 2013).

All academies established by North Star Community Trust will:

- ensure that pupils attending NSCT schools are provided with high quality, excellent education;
- provide a broad, balanced and enriched curriculum, underpinned by high quality traditional, but engaging, subject teaching to promote all pupils' achievement;
- be at the heart of its community in providing excellent local education and be a first choice for parents. Through its success it will strive to raise aspirations for pupils and families in an area with high levels of deprivation and diversity;
- promote equality, diversity and inclusion, and take into account pupils' individual and/or exceptional needs;
- promote the sharing of fundamental British values to establish tolerance, respect and understanding both within the school community and the community as a whole;
- establish an admissions policy and admission arrangements which is in accordance with admissions law, and the DfE Codes of Practice;
- place an emphasis on the needs of the individual pupils including pupils with special education needs ('SEN'), both those with and without statements of SEN in accordance with the DfE's SEN Code of Practice;
- not charge in respect of admission to an academy; NSCT's academies will only charge pupils where the law allows maintained schools to charge; and
- make provision for the teaching of religious education.

The aims of the North Star Community Trust are to:

- promote the quality of education provision and standards to ensure excellent outcomes for all pupils;
- share resources, expertise and provision across the family of NSCT schools ensuring value for money for all NSCT academies;
- be a self-sustaining and self-improving group of schools, with emphasis on continuing high quality training and development for school leaders, teachers, trainee teachers and support staff; and
- share our expertise and success with as many young people and communities as is possible.

### **Objectives, strategies and activities**

The key priorities for the year are contained in the development plans for each academy and these are available from the Chief Executive Officer.

The key objectives for the North Star Community Trust are to:

- prepare students for the future;
- ensure Trust academies are at the heart of their communities;
- demonstrate high quality leadership;
- become an employer of choice; and
- ensure the sustainability of the Trust.

### **Public Benefit**

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

## STRATEGIC REPORT

### Achievements and performance

Due to the national lock down there is no 'real' or accurate data to report on as no testing took place during the financial year.

All the primary academies worked closely with parents and carers to support home-learning during the COVID-19 lockdown period. Where families did not have access to suitable electronic devices, home-learning was provided in hard copy format and teachers kept in contact by telephone as well as online.

Heron Hall Academy achieved a progress 8 score of 1.32 which would normally be in the top 15% nationally. These grades are centre assessed grades verified by the DfE through their quality assurance process.

Heron Hall Academy was also awarded Bronze for the Pearson's National Award for Secondary School of the Year.

### Key financial performance indicators

#### Pupil numbers

The pupil numbers from the Summer 2021 census are shown below for each individual school. There is an increasingly transient community arising from high rental costs and low availability of affordable housing which is impacting pupil numbers across the eastern part of the Borough of Enfield. COVID-19 has also increased the number of families moving away from the area. The negative impact of a changing local demographic continued to be seen at both Woodpecker Hall and Cuckoo Hall; the Trust's decision to amalgamate the two academies to form a single four-form entry primary academy completed in July 2021. Heron Hall continues to be popular with parents with a healthy waiting list for places.

#### 2020/21:

Year Group	Woodpecker/ Cuckoo Hall	Enfield Heights	Heron Hall	Kingfisher Hall
<b>Nursery</b>	101	n/a	n/a	39
<b>Reception</b>	89	30	n/a	59
<b>Year 1</b>	109	29	n/a	55
<b>Year 2</b>	119	30	n/a	56
<b>Year 3</b>	111	29	n/a	57
<b>Year 4</b>	129	30	n/a	58
<b>Year 5</b>	147	25	n/a	58
<b>Year 6</b>	138	25	n/a	57
<b>Year 7</b>	n/a	n/a	227	n/a
<b>Year 8</b>	n/a	n/a	224	n/a
<b>Year 9</b>	n/a	n/a	227	n/a
<b>Year 10</b>	n/a	n/a	152	n/a
<b>Year 11</b>	n/a	n/a	112	n/a
<b>Total</b>	<b>943</b>	<b>198</b>	<b>942</b>	<b>439</b>

## STRATEGIC REPORT *(continued)*

### Key financial performance indicators *(Continued)*

#### **Staffing Ratio**

Total staffing costs (excluding restructuring costs and LGPS adjustments) as a proportion of total non-capital income were 79.1% (2020 – 80.7%).

#### **Other Key Financial Performance Indicators**

The range of key performance indicators (KPIs) that trustees may consider is constantly under review. Trustees consider it essential that they utilise a range of key financial performance indicators that are relevant and applicable to monitoring the performance of the Academy Trust. Trustees also use the DfE school resource management self-assessment tool to benchmark KPIs against similar schools, and curriculum-based planning underlies the budgeting of staffing requirements.

The impact of COVID-19 on costs has been monitored closely and was reflected in the monthly forecast outturns which accompany the Trust's management accounts.

#### **Pupil Premium**

The Academy Trust acknowledges the responsibility for 'socially disadvantaged' pupils and is committed to meeting their pastoral, social and academic needs within the academies environment. The Trust is committed to 'Diminishing the Gap' between vulnerable pupils and the pupil premium forms a vital part of that process. NSCT Academies approach the pupil premium through the following principles:

- ensuring that teaching and learning opportunities meet the needs of all the pupils;
- ensuring that appropriate provision is made for pupils who belong to vulnerable groups, including ensuring the needs of socially disadvantaged pupils are adequately assessed and addressed; and
- recognising that not all pupils who receive free school meals will be socially disadvantaged or that not all pupils who are socially disadvantaged are registered or qualify for free school meals.

Provision is made through:

- enabling pupils' access to well-planned education;
- enabling pupils' access to an appropriately planned curriculum; and
- additional support and intervention within the Academy environment.

This will take the form of the following provision:

- small-group, matched-level daily English and Mathematics teaching thus overcoming gaps in learning and accelerating progress;
- 1:1 and small group tutorials in English and Mathematics thus ensuring that all pupils make the best possible progress with no pupils 'slipping through the net';

## STRATEGIC REPORT *(continued)*

### Key financial performance indicators *(Continued)*

#### **Pupil Premium** *(continued)*

- intervention programmes to promote behaviour, social skills, expressive language development and homework/ curriculum support;
- enrichment programmes to widen pupils' experiences and knowledge through well planned cultural visits and events;
- support from trained staff to promote excellent attendance and punctuality, pastoral programmes and family support;
- additional teaching and learning opportunities provided through learning mentor, counsellors, Educational Psychologist, behaviour support, trained TAs and external agencies;
- reducing class sizes thus improving learning opportunities;
- breakfast and afterschool care;
- after school homework and learning clubs;
- after school curriculum clubs including provision for the more able;
- personalised provision, tailor-made to suit individual need;
- speech, language and communication provision;
- behaviour, emotional and social skills provision;
- targeting of able children on Free Schools Meals to achieve National Curriculum level 3 at the end of KS1 or level 5 at the end of KS2; and
- Educational Welfare Officer's commitment to improve attendance.

Pupil Premium of £1,006,111 was received during 2020/21 (2020 – £1,028,468).

Unfortunately, the COVID-19 lockdowns have inevitably had a negative impact on many of the planned activities to support disadvantaged pupils. However, all the Trust academies particularly focused on ensuring any detrimental impact of home-learning on disadvantage pupils was minimised by making access to learning materials as inclusive as possible.

#### **Going concern**

After making appropriate enquiries, the trustees have a reasonable expectation that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies on pages 47 to 51.

## **STRATEGIC REPORT** *(continued)*

### ***Promoting the success of the company***

The Trustees have acted in accordance with their duties codified in law, which include their duty to act in the way in which they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members, stakeholders and the matters set out in section 172(1) of the Companies Act 2006. The Charities Commission has issued guidance which explains that charitable companies should take "promoting the success of the company" to mean "promoting the success of the charity to achieve its charitable purposes."

The Trust is governed by its charitable objects. These charitable objects set out the purpose of the charity. The consequences of all decisions and activities of the charity are assessed by how they contribute towards achieving that long-term purpose, including by reference to the charity's strategy, vision and values. As an educational charity, the Trust is accountable not only to its direct beneficiaries (the pupils) but also to parents and the wider community. These stakeholders support, engage and challenge NSCT. They ensure that the decisions the Trust makes as a charity, from the ground level through to the Board, are for their benefit. The Trust is a values driven organisation and its values mean that it is informed, shaped and powered by its determination to uphold its vision. Well-established involvement and consultation mechanisms, both direct (through parent and staff surveys) and indirect (through the involvement of parents and local people on local governing bodies and Trust Board) ensure that decisions made by the Trustees are informed by the needs of the organisation's stakeholders.

### ***Long-term consequences of any decision***

Trustees consider the consequences of any strategic decision in the long-term as part of their assessment. They aim to ensure that the Trust balances its income and expenditure to ensure that long-term sustainability. This is balanced against the needs of the pupils, staff and other stakeholders, and the community, to ensure the Trust expends public funds in the most effective way to support its aims, and with integrity. This has included, for example, the decision to amalgamate Cuckoo Hall and Woodpecker Hall academies, in the light of falling pupil numbers, to ensure the continued provision of high quality education on the current site of the two academies.

### ***The interests of the company's employees***

Details of how the Trustees give consideration to the interests of the organisation's employees can be found in the Engagement with employees section within this report, above.

### ***The need to foster the company's business relationships with suppliers, customers and others***

Details of how the Trustees give consideration to the interests of the organisation's other stakeholders can be found in the section Engagement with suppliers, customers and other stakeholders section of this report, above.

**STRATEGIC REPORT** (continued)

**Promoting the success of the company** (Continued)

**The impact of the company's operations on the community and the environment**

Details of how the Trustees give consideration to the impact on the community can be found in the section Engagement with suppliers, customers and other stakeholders section, above. Further information is also given in the section on Public Benefit. An example of how the Trust has considered its impact on the local community has been during the COVID-19 crisis, where a decision was made to supply supermarket vouchers to families normally in receipt of free school meals, ahead of the government introducing a national scheme. The Trust also worked with local providers to provide food supplies to families who may not have been eligible for free school meals. The Trust has also worked to ensure the schools remained open during holiday periods to support working parents within the local community during the COVID-19 lockdowns when other childcare options were not necessarily available. All academies within the Trust ran a Summer School during the Summer holidays with support from the Holidays and Activities Fund (HAF), targeting children eligible for free school meals.

**The desirability of the company maintaining a reputation for high standards of business conduct**

The Trust aims to conduct all its relationships with integrity and courtesy, and scrupulously to honour every business agreement. The Trustees have approved a number of policies that help to ensure the charity maintains high standards of business conduct; these include the Investment Policy, Anti Fraud Policy, Whistleblowing Policy, and Gifts and Hospitality Policy.

**The need to act fairly as between members of the company**

All members of the Trust are treated fairly and equally, with the same access to information, the ability to directly contact trustees or senior leadership. All been members are also invited to participate in training or strategic development events, for example, our recent Trust Strategy Day.

All matters reserved for decision by the Trustees are presented at Board or Committee meetings as appropriate. Trustees are briefed on any identified potential impacts and risks for stakeholders and how they are to be managed. The Trustees take these factors into account before making a final decision which together they believe is in the best interests of the Trust and its stakeholders.

## FINANCIAL REVIEW

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### *Financial report for the year*

The financial position of the Academy Trust at the year ended 31 August 2021 is shown on page 42.

The vast majority of the Academy Trust's income is obtained from the DfE in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the DfE during the year ended 31 August 2021 and the associated expenditure are shown as restricted funds in the Statement of Financial Activities.

The Academy Trust's total income for the year ended 31 August 2021 amounted to £18,738,000 (2020: £16,501,000), including £15,688,000 (2020 – £14,834,000) related to recurrent ESFA revenue grants, and £1,315,000 (2020 – £324,000) related to capital grants. These restricted grants for fixed assets include grants from the DfE to cover the building costs of Heron Hall Academy. In accordance with the Charities Statement of Recommended Practice, 'Accounting and Reporting by Charities' (SORP 2015), such grants are shown in the Statement of Financial Activities as restricted income in the fixed asset fund. The restricted fixed asset fund balance is reduced by annual depreciation charges over the useful life of the assets concerned as defined in the Academy Trust's accounting policies.

In addition to its recurrent ESFA revenue grants, the Trust was also in receipt of COVID-19 funding as follows:

- Catch up premium funding of £194,840, of which £89,812 was spent on additional catch up classes, resources and IT equipment. Unspent funding will be carried forward to 2021/22.
- Summer Schools programme funding of £34,108, which was used to deliver face to face summer school to pupils identified as being most in need of educational recovery and/ or wellbeing support.
- Compensation in respect of Free school meal vouchers issued before the National scheme was re-launched, amounting to £17,500.
- COVID-19 Mass Testing Funding, received to allow on-site testing at Heron Hall Academy of £38,350.

Expenditure on the academy trust's educational operations for the year amounted to £18,856,000 (2020 – £17,990,000), the increase being due mainly to increased staffing costs as a result of the steady growth in size of Heron Hall Academy.

The pandemic impacted negatively on the financial performance of the Trust by reducing the opportunities to raise additional income through lettings of the facilities and lost income on wraparound care. Savings were made against some expense areas where normal activities could not be carried out during the course of the year – for example exams, trips and Staff training.

A reconciliation of the negative net movement in funds of £519,000 (2020 – 3,846,000) to the Trust's operating surplus of £439,000 (2020 – 68,000) is shown below:



	2021	2020
	<u>£'000</u>	<u>£'000</u>
<b>Net movement in funds as shown on the SOFA</b>	(519)	(3,846)
(Less) add: net (income) expenditure in the fixed assets fund	(215)	798
Add: LGPS actuarial loss (note 2)	401	2,357
Add: LGPS service cost adjustment (note 2)	1,009	789
Add: LGPS interest cost adjustment (note 2)	99	50
Operational surplus excluding fixed asset purchases	775	148
Less: fixed asset purchases from revenue funds (note 3)	(336)	(80)
Operational surplus for the year	<b>439</b>	<b>68</b>

At 31 August 2021, the Academy Trust held total funds of £29,094,000 (2020 – £29,613,000) which comprised restricted fixed asset funds of £34,684,000 (2020 – £34,133,000), a pension reserve of £7,593,000 (2020 – £6,084,000), restricted general funds of 105,000 (2020 – £nil). The Trust also held unrestricted funds of £1,898,000 (2020 – £1,546,000), of which £346,000 (2020 – £346,000) were designated for use on future repair and capital projects. The Trust's operational reserves at 31 August 2021 (comprising the unrestricted and restricted general funds) therefore amounted to £2,003,000 (2020 – £1,564,000).

### Reserves policy

The trustees review the reserve levels of the Trust annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The trustees expect to see the revenue budget for the coming financial year to be balanced within that year's income and not to utilise any of the previous year's underspend in order to balance the budget. An exception to this will be the Covid catch-up premium funding underspend in 2020/21 which will be released from reserves to be spent in 2021/22. However, the Trustees are cognisant that to help children catch up after the pandemic lockdowns, additional resources should be made available. Consideration will be made if reserves are required. The Trustees will discuss and agree the release of any reserves on a case by case basis.

Reserves, from any previous years' underspend, may be utilised for infrastructure, academy improvement, or for urgent health and safety matters or exceptional circumstances agreed by Trustee's. The minimum target for these reserves is equal to at least one month's average payroll costs, approximately £1,235,000 (2020 – £1,169,000). This level of reserves is intended to provide sufficient working capital to cover delays between spending and receipts of grants and to provide a cushion to deal with unexpected emergencies such as urgent maintenance.

The trustees have also identified the need for a separate designated reserve of £346,000 (2020 – £346,000) to be created to provide for future repairs and maintenance. Some of the Trust estate is in poor condition and the trustees wish to make prudent provision for costs likely to arise in future years. A review of the long term requirement is in progress and the designated reserve will be updated next year to reflect these plans. The Academy Trust's current level of free reserves (total funds less the amounts held as fixed asset funds and pension reserve) is £2,003,000 (2020 – £1,564,000), which exceeds the reserve target.

The trustees are satisfied that the level of free reserves held is adequate but not excessive given the ongoing impact of the COVID-19 pandemic on costs and of falling pupil numbers on grant income funding.

### **Investment policy**

The Academy Trust currently holds no investments. Current accounts were held with NatWest bank during the year and any surplus funds above £1,000 were swept at the end of the banking day to a Business Interest Reserve Account which pays a higher rate of interest.

### **Financial and risk management objectives and policies**

The Academy Trust has agreed a risk management strategy and a risk register. These have been discussed by the trustees and include the financial risks to the schools. The register is constantly reviewed in light of any new information and formally reviewed through the Audit Committee on a regular basis.

### **Principal risks and uncertainties**

The Academy Trust's principal risks and uncertainties are surrounding the future financing of education and the implications for the Academy Trust. In the current economic climate, we are unable to predict with any certainty the financing of schools. Nevertheless with the academies' cost base, rigorous curriculum based planning and pooling of GAG funding as an Academy Trust we believe we are well placed to meet the financial uncertainties we will face in the future. The trustees seek to ensure that there are appropriate structures to meet the needs of the organisation as a Multi-Academy Trust.

The ongoing COVID-19 pandemic also poses a substantial financial and operational risk in both the short-term, with significant additional costs arising to keep the Trust's academies COVID-19 secure, and the medium-term, with the impact on pupil progression and achievement yet to be fully apparent.

The trustees have considered strategic risks and uncertainties rather than the detailed operational list. These strategic risks, in addition to the risks identified above, focused on the following areas:

- cost pressures on revenue budgets for primary academies exacerbated by falling pupil numbers make setting a balanced budget for the next three years a significant challenge;
- inability to maintain the Trust estate and replace equipment on a timely basis due to budgetary constraints;
- inability to adequately support pupils with Education, Health and Care Plans due to insufficient funding; and
- inability to deliver a high-quality wider curriculum at primary level due to inexperienced staff.

The trustees identify the likelihood of each risk happening via RAG ('Red', 'Amber', 'Green') ratings, their impact, the response to the risk and the control procedures in place to meet the risk.

## FUNDRAISING

The Academy Trust only held small fundraising events predominantly to raise funds for third party charities. The Academy Trust does not work with professional fundraisers or companies who carry out fundraising on its behalf. During the year, no complaints or issues have arisen as a result of the fundraising events.

## STREAMLINED ENERGY AND CARBON REPORTING

<b>UK Greenhouse gas emissions and energy use data for the period 1 September 2020 to 31 August 2021</b>	
Energy consumption used to calculate emissions (kWh)	<b>5,069,407</b>
Energy consumption break down (kWh) (optional)	
☐ gas,	<b>3,988,813</b>
☐ electricity,	<b>1,065,291</b>
☐ transport fuel	<b>15,303</b>
<u>Scope 1 emissions in metric tonnes CO<sub>2</sub>e</u>	
Gas consumption	<b>730.59</b>
Owned transport – mini-buses	<b>0.50</b>
<u>Total scope 1</u>	<b>731.09</b>
<u>Scope 2 emissions in metric tonnes CO<sub>2</sub>e</u>	
Purchased electricity	<b>226.19</b>
<u>Scope 3 emissions in metric tonnes CO<sub>2</sub>e</u>	
Business travel in employee owned vehicles	<b>0.03</b>
<u>Total gross emissions in metric tonnes CO<sub>2</sub>e</u>	<b>957.31</b>
Pupil numbers (including Nursery)	<b>2,454</b>
<u>Intensity ratio</u>	
Tonnes CO <sub>2</sub> e per pupil (including Nursery)	<b>0.39</b>

### Quantification and Reporting Methodology

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

### Intensity measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO<sub>2</sub> emitted per pupil, the recommended ratio for the sector.

### Measures taken to improve energy efficiency

Solar panels are installed on all four of the academies (although the meter at Enfield Heights Academy required updating), which reduces the requirements for electricity from the National Grid. Across the Trust an array of over 900 solar panels are installed, delivering over 400KWpeak. This helps to reduce carbon emissions by 84 tonnes per year. The Trust has started a review of lighting throughout the Trust estate to evaluate the cost-efficiency of replacing older lighting with modern energy-efficient LED-based solutions.

## PLANS FOR FUTURE PERIODS

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The Trustees, in consultation with staff, parents and pupils, have further developed the three-year strategy for the Trust "Stronger Together". This has the over-arching aim of providing every child and young person associated with the Trust with an enriching and inspiring educational experience, where they can thrive academically and socially, both during the time with the Trust and in the future.

The key objectives for the next three years are grouped into five themes.

### 1. Preparing students for the future

- In partnership with parents, ensuring students are ready to learn
- Enriching and inspiring teaching, learning and curriculum
- Future-focused learning experiences
- Providing an education in the roundest sense.

### 2. Schools at the heart of their communities

- High quality and free support for parents and parenting.
- Responding to the needs of our community, respecting diversity.
- Working with a range of selected local and national partners.

### 3. An employer of choice for our staff

- Providing an environment for meaningful work.
- Provision of career pathways and professional development.
- Nurturing professional communities and shared resources.
- Promoting flexible approaches to working wherever possible.

#### 4. High quality leadership

- Recruiting and retaining excellent leaders.
- Developing Trust leaders through experience, coaching and mentoring.
- Investing in formal continuing professional development and training.

#### 5. A sustainable Trust

- Enacting committed governance.
- Maintaining financial viability.
- Implementing and sustaining efficient and effective central systems and processes.
- Developing an estates strategy to ensure appropriate buildings and learning environments.

## AUDITOR

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In so far as the trustees are aware:

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

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

**Chair of Trustees** *Donald Graham*

**Date: 14th December 2021**

### Scope of responsibility

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

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

### Governance

The board of trustees has formally met nine times during the year, and attendance during the year at meetings of the board of trustees was as follows:

Governor	Meetings attended	Out of a possible
Dr D Graham (Chair)	9	9
Mr A Ayoade	4	9
Mr D Broadbent	6	9
Mr R Bryant	8	9
Mr M Charalambous	9	9
Ms S El Hadri	7	9
Mrs S Rubenstein	9	9
Ms J Tosh	9	9

A skills audit is carried out periodically and training commissioned on the basis of the outcome of the skills audit. Using a national leader in governance Trustees and Governors receive focused training sessions three times a year on areas such as Ofsted readiness and Impact Challenge Evidence (ICE) training. An annual review is undertaken by Trustees and governors once a year. Other external annual reviews of academies such as Challenge Partners always include governance as part of the process.

The Finance, Risk and Audit Committee is a sub-committee of the main board of trustees. Its purpose is to assist the board in ensuring sound management of the Academy Trust's finances and resources, including proper planning and monitoring and ensuring that there is probity. It also considers matters relating to internal controls, risk management and auditors' reports (internal and external). The committee recommended approval of the budgets for 2020/21 for NSCT and its academies, as well as monitoring in-year financial performance.

Attendance at Finance, Risk and Audit Committee meetings in the year was as follows:

Director	Meetings attended	Out of a possible
Mr M Charalambous	3	3
Dr D Graham	3	3
Ms S El Hadri	3	3

Covid did restrict the Trustees' ability to visit the academies in person. All meetings were carried out online so attendance at meetings was not impacted.

The Board of Trustees has also created a sub-committee focusing on staffing and operations management (SOM) matters to ensure scrutiny and challenge in all areas of the organisation including, HR, IT and Cyber Security, Estates, Health & Safety, Data Protection Admin and Marketing. Post the audit period one of the primary academies has had an Ofsted inspection and governance was deemed to be a strength.

### **Review of Value for money**

As Accounting Officer, the Chief Executive 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.

Following the previously established principles of PPN 02/20 and PPN 04/20, the Trust continued to pay agencies during the COVID-19 lockdown in respect of long-term agency placements that were unable to work at the closed academies. However, this was the only incidence of value for money being compromised as a result of the ongoing COVID-19 pandemic.

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

The Trust has established a centralised purchasing function, which collates and processes all purchase orders for the Trust. A commitment based accounting system requires all requisitions to be authorised by the relevant budget holder and prevents financial commitments in excess of budget.

Pay costs are controlled centrally and each post is reviewed when it becomes vacant to ensure that staffing levels are as efficient as possible. A curriculum-based approach to financial planning supports the development of efficient staffing structures across the Trust.

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

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

### The 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, Risk and Audit Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- setting targets to measure financial and other performance;
- clearly defined purchasing (asset purchase or capital investment) guidelines;
- delegation of authority and segregation of duties; and
- identification and management of risks.

The trustees have appointed UHY Hacker Young to carry out a programme of internal checks and scrutiny on the Academy Trust's financial systems. In 2020/21 the risk-driven programme of work covered compliance with financial regulations, regularity and governance, income, purchases, payroll, fixed assets, cash management, control accounts, VAT, cyber data and Central Trust function. There were no high risk areas identified and only a small number of low and medium risk recommendations, all of which the Trust were already working on or have since addressed.

### Review of effectiveness

As Accounting Officer, the Chief Executive 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 external firm reviewing the financial systems;
- the work of the external auditor;
- the financial management and governance self-assessment process; and
- the work of the executive managers within the Academy Trust who have responsibility for the development and maintenance of the internal control framework.

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

Approved by order of the board of trustees and signed on their behalf by:

*Donald Graham*

**(Chair of Trustees)**

*Marino Charalambous*

**(Accounting Officer)**

**Approved on: 14th December 2021**



As Accounting Officer of North Star Community Trust, I have considered my responsibility to notify the Academy Trust board of trustees and the Education and Skills Funding Agency of material irregularity, impropriety and non-compliance with ESFA terms and conditions of funding, under the funding agreement in place between the Academy Trust and the Secretary of State. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook.

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

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the board of trustees and ESFA.

*Marino Charalambous*

**Accounting Officer**

**Date: 14th December 2021**

The trustees (who are also the directors of the Academy Trust 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 & 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 Academy Trust 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 in the Charities' SORP FRS 102 and the Academies Accounts Direction 2020 to 2021;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards 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 Academy Trust will continue in operation.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Academy Trust's transactions and disclose with reasonable accuracy at any time the financial position of the Academy Trust and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Academy Trust 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 Academy Trust applies financial and other controls, which conform with the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from the ESFA/DfE have been applied for the purposes intended.

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

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

*Donald Graham*

**Chair of Trustees**

**Date: 14th December 2021**

## Independent auditor's report to the members of North Star Community Trust Ltd

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### Opinion

We have audited the financial statements of North Star Community Trust Ltd (the 'charitable company') for the year ended 31 August 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice), Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (the Charities SORP FRS 102) and the Academies Accounts Direction 2020 to 2021.

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of its income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Charities SORP FRS 102 and Academies Accounts Direction 2020 to 2021.

### Basis for opinion

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

### Conclusions relating to going concern

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

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

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

### Other information

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

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

We have nothing to report in this regard.

### Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charitable company 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 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- tested the authorisation of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

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

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of trustees' meetings;
- enquiring of management and those charged with governance as to actual and potential litigation and claims;

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

- reviewing any available correspondence with Ofsted, ESFA and HMRC; and
- the work undertaken in relation to the limited assurance engagement in respect of regularity, propriety and compliance in accordance with the Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts issued by the ESFA, as set out in our separate independent reporting accountant's assurance report on regularity.

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

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

**Use of our report**

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

Buzzacott LLP

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

**Date: 15 December 2021**

## **Independent reporting auditor's assurance report on regularity to North Star Community Trust Ltd and the Education and Skills Funding Agency**

In accordance with the terms of our engagement letter dated 17 November 2021 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2020 to 2021, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by North Star Community Trust during the period from 1 September 2020 to 31 August 2021 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

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

### **Respective responsibilities of North Star Community Trust's accounting officer and the reporting auditor**

The accounting officer is responsible, under the requirements of North Star Community Trust's funding agreement with the Secretary of State for Education dated 19 July 2011 and the Academies Financial Handbook, extant from 1 September 2020, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2020 to 2021. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period from 1 September 2020 to 31 August 2021 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

### **Approach**

We conducted our engagement in accordance with the Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by ESFA.

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.



**Approach** *(continued)*

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

The work undertaken to draw to our conclusion includes:

- An assessment of the risk of material irregularity and impropriety across all of the Academy Trust's activities;
- Further testing and review of the areas identified through the risk assessment including enquiry, identification of control processes and examination of supporting evidence across all areas identified as well as additional verification work where considered necessary; and
- Consideration of evidence obtained through the work detailed above and the work completed as part of our financial statements audit in order to support the regularity conclusion.

**Conclusion**

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

Buzzacott LLP

**Buzzacott LLP**  
**Chartered Accountants**  
**130 Wood Street**  
**London**  
**EC2V 6DL**

**Date: 15 December 2021**

Statement of financial activities (including income and expenditure account) Year to 31 August 2021

		Unrestricted general fund £'000	Restricted funds		2021 Total funds £'000	2020 Total funds £'000
			General £'000	Fixed assets fund £'000		
<b>Income from:</b>						
Donations and capital grants	1	—	—	1,315	<b>1,315</b>	324
Charitable activities						
. Funding for the academies' educational operations	4	—	16,938	—	<b>16,938</b>	15,641
Other trading activities	2	485	—	—	<b>485</b>	533
Investments	3	—	—	—	—	3
<b>Total income</b>		485	16,938	1,315	<b>18,738</b>	16,501
<b>Expenditure on:</b>						
Charitable activities						
. Academies' educational operations	6	—	17,756	1,100	<b>18,856</b>	17,990
<b>Total expenditure</b>	5	—	17,756	1,100	<b>18,856</b>	17,990
<b>Net income (expenditure)</b>		485	(818)	215	<b>(118)</b>	(1,489)
Transfers between funds	15	(151)	(185)	336	—	—
<b>Other recognised gains and losses</b>						
Actuarial losses on defined benefit pension scheme	18	—	(401)	—	<b>(401)</b>	(2,357)
<b>Net movement in funds</b>		334	(1,404)	551	<b>(519)</b>	(3,846)
<b>Reconciliation of funds</b>						
Total fund balances brought forward at 1 September 2020		1,564	(6,084)	34,133	<b>29,613</b>	33,459
<b>Total fund balances carried forward at 31 August 2021</b>		1,898	(7,488)	34,684	<b>29,094</b>	29,613

All of the Academy Trust's activities derived from continuing operations during the above two financial periods. All recognised gains and losses are included in the Statement of Financial Activities.

Balance sheet 31 August 2021

	Notes	2021 £'000	2021 £'000	2020 £'000	2020 £'000
<b>Fixed assets</b>					
Tangible fixed assets	12		<b>34,684</b>		34,133
<b>Current assets</b>					
Debtors	13	<b>912</b>		541	
Cash at bank and in hand		<b>2,606</b>		2,238	
		<b>3,518</b>		2,779	
<b>Liabilities</b>					
Creditors: amounts falling due within one year	14	<b>(1,515)</b>		(1,215)	
<b>Net current assets</b>			<b>2,003</b>		1,564
<b>Total assets less current liabilities</b>			<b>36,687</b>		35,697
<b>Net assets excluding pension scheme liability</b>			<b>36,687</b>		35,697
Defined benefit pension scheme liability	18		<b>(7,593)</b>		(6,084)
<b>Total net assets</b>			<b>29,094</b>		29,613
<b>Funds of the Academy</b>					
Restricted funds					
. Fixed asset fund	15		<b>34,684</b>		34,133
. Restricted ESFA fund	15		<b>105</b>		—
. Pension reserve	15		<b>(7,593)</b>		(6,084)
<b>Total restricted funds</b>			<b>27,196</b>		28,049
Unrestricted income funds					
. General fund	15		<b>1,552</b>		1,218
Designated fund	15		<b>346</b>		346
<b>Total funds</b>			<b>29,094</b>		29,613

The financial statements on page 42 to 74 were approved by the trustees, and authorised for issue and are signed on their behalf by:

**Chair**

A handwritten signature in black ink, appearing to read 'Ronald Fisher', written over a horizontal line.

**Date: 14th December 2021**

**North Star Community Trust Ltd**

**Company Limited by Guarantee**

**Registration Number: 07355559 (England and Wales)**

Statement of cash flows Year to 31 August 2021

		<b>2021</b>	<b>2020</b>
		<b>£'000</b>	<b>£'000</b>
<b>Net cash flows from operating activities</b>			
Net cash provided by operating activities	A	<b>704</b>	297
<b>Cash flows from investing activities</b>	B	<b>(336)</b>	(83)
<b>Change in cash and cash equivalents in the year</b>		<b>368</b>	214
<b>Reconciliation of net cash flow to movement in net funds:</b>			
<b>Cash and cash equivalents at 1 September 2020</b>		<b>2,238</b>	2,024
<b>Cash and cash equivalents at 31 August 2021</b>	C	<b>2,606</b>	2,238

A. Reconciliation of net expenditure to net cash flows from operating activities

		<b>2021</b>	<b>2020</b>
		<b>£'000</b>	<b>£'000</b>
<b>Net expenditure for the year (as per the statement of financial activities)</b>		<b>(118)</b>	(1,489)
<b>Adjusted for:</b>			
Depreciation charges (note 12)		<b>1,100</b>	1,122
Capital grants from DfE/ESFA and other capital income		<b>(1,315)</b>	(324)
Interest receivable (note 3)		—	3
Defined benefit pension scheme cost less contributions payable (note 18)		<b>1,009</b>	789
Defined benefit pension scheme finance cost (note 18)		<b>99</b>	50
(Increase) decrease in debtors		<b>(371)</b>	119
Increase in creditors		<b>300</b>	27
<b>Net cash provided by operating activities</b>		<b>704</b>	297

B. Cash flows from investing activities

		<b>2021</b>	<b>2020</b>
		<b>£'000</b>	<b>£'000</b>
Interest received		—	(3)
Purchase of tangible fixed assets		<b>(1,651)</b>	(404)
Capital grants from DfE/ESFA		<b>1,315</b>	324
<b>Net cash used in investing activities</b>		<b>(336)</b>	(83)

*Statement of cash flows* Year to 31 August 2021

C. Analysis of changes in net debt

	<b>At 1 September 2020 £'000</b>	<b>Cash flows £'000</b>	<b>At 31 August 2021 £'000</b>
Cash at bank and in hand	2,238	368	<b>2,606</b>
<b>Total cash and cash equivalents</b>	2,238	368	<b>2,606</b>

## Statement of accounting policies

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

### Basis of preparation

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

North Star Community Trust Ltd meets the definition of a public benefit entity under FRS 102. These financial statements are presented in sterling and rounded to the nearest thousand pounds.

### 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 company to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Academy Trust's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

### Income

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

### Grants

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

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

Capital grants are recognised 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 period it is receivable and to the extent the academy trust has provided the goods or services.

### 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 Trust's educational operations, including support costs and costs relating to the governance of the Academy Trust apportioned to charitable activities.

All resources expended are stated net of recoverable VAT.

### Tangible fixed assets

Assets costing £2,500 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, at rates calculated to write off the cost/valuation of each asset on a straight-line basis over its expected useful economic life, as follows:

- Freehold and leasehold buildings 50 years
- Fixtures, fittings and equipment 5 years
- Long-life equipment 10 years
- Motor vehicles 5 years

A full year of depreciation is charged in the year of acquisition.

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



### **Tangible fixed assets** (continued)

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.

### **Liabilities**

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

### **Leased assets**

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

### **Financial instruments**

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

*Financial assets* – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost. Prepayments are not financial instruments.

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

*Financial liabilities* – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost. Taxation and social security are not included in the financial instruments disclosure definition.

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

### **Taxation**

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

### **Pensions benefits**

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

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Academy Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 18, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

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

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

### **Fund accounting**

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

Designated funds represent those general funds which have been set aside by the trustees for specific purposes.

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by the Education and Skills Funding Agency, Department for Education or other funders where the asset acquired or created is held for a specific purpose.

Restricted general funds comprise all other grants received from the Education and Skills Funding Agency.

Restricted other funds comprise all other restricted funds received and include grants from the Local Authority, London Borough of Enfield.

### Critical accounting estimates and areas of judgement

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

### Critical accounting estimates and assumptions

The 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 (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 18, 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.
- The net book value of tangible fixed assets is based on the original cost of the asset net of provision for depreciation. The depreciation provision to date is based on the trustees' assessment of the estimated useful economic lives of such assets.

### Critical areas of judgement

There have been no judgements made in the preparation of these financial statements that are considered to have had a significant impact.

## 1 Donations and capital grants

	<b>Unrestricted funds £'000</b>	<b>Restricted funds £'000</b>	<b>2021 Total funds £'000</b>
Capital grants	—	1,231	<b>1,231</b>
Donated fixed assets	—	84	<b>84</b>
	—	1,315	<b>1,315</b>

	<b>Unrestricted funds £'000</b>	<b>Restricted funds £'000</b>	<b>2020 Total funds £'000</b>
Capital grants	—	324	324
	—	324	324

## 2 Other trading activities

	<b>Unrestricted funds £'000</b>	<b>Restricted funds £'000</b>	<b>2021 Total funds £'000</b>
Hire of facilities	94	—	<b>94</b>
Trip income	5	—	<b>5</b>
Catering income	220	—	<b>220</b>
Miscellaneous income	166	—	<b>166</b>
	485	—	<b>485</b>

	<b>Unrestricted funds £'000</b>	<b>Restricted funds £'000</b>	<b>2020 Total funds £'000</b>
<i>Hire of facilities</i>	105	—	105
<i>Trip income</i>	38	—	38
<i>Catering income</i>	252	—	252
<i>Miscellaneous income</i>	138	—	138
	533	—	533

### 3 Investment income

	<b>Unrestricted funds £'000</b>	<b>Restricted funds £'000</b>	<b>2021 Total funds £'000</b>
Interest receivable	—	—	—
	—	—	—

	<b>Unrestricted funds £'000</b>	<b>Restricted funds £'000</b>	<b>2020 Total funds £'000</b>
<i>Interest receivable</i>	3	—	3
	3	—	3

#### 4 Funding for academies' educational operations

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000
<b>DfE/ESFA grants</b>			
. General Annual Grant (GAG)	—	13,669	<b>13,669</b>
. Other DfE/ESFA grants			
.. Universal Infant Free School Meals	—	178	<b>178</b>
.. Pupil Premium	—	1,006	<b>1,006</b>
.. Teachers Pay Grant	—	157	<b>157</b>
.. Teacher Pension Grant	—	443	<b>443</b>
. Other DfE Group grants	—	212	<b>212</b>
. ITT Bursaries grants	—	23	<b>23</b>
	—	15,688	<b>15,688</b>
<b>Other government grants</b>			
. Local authority grants	—	965	<b>965</b>
	—	965	<b>965</b>
<b>COVID-19 additional funding (DfE/ESFA)</b>			
. Catch-up premium	—	195	<b>195</b>
. Other DfE/ESFA COVID-19 funding	—	52	<b>52</b>
<b>COVID-19 additional funding (non-DfE /ESFA)</b>			
. Other COVID-19 funding	—	38	<b>38</b>
	—	285	<b>285</b>
<b>2021 total funds</b>	—	16,938	<b>16,938</b>

The trust received £194,840 (2020 – £nil) of funding for catch-up premium and costs incurred in respect of this funding totalled £89,812 (2020 – £nil) with the remaining £105,028 (2020 – £nil) to be spent in 2021/22.

- The Trust also received Summer Schools programme funding of £34,108 (2020 – £nil) and compensation in respect of free school meal vouchers of £17,500 (2020 – £6,975) from the DfE group. This funding was fully utilised during 2020/21.

## 4 Funding for academies' educational operations (continued)

- The Trust received COVID-19 Mass Testing Funding of £38,350 (2020 – £nil) from other Government sources, which was fully utilised during 2020/21

	Unrestricted funds £'000	Restricted funds £'000	2020* Total funds £'000
<b>DfE/ESFA grants</b>			
. General Annual Grant (GAG)	—	12,691	12,691
. Other DfE/ESFA grants			
.. Universal Infant Free School Meals	—	212	212
.. Pupil Premium	—	1,028	1,028
.. Teachers Pay Grant	—	151	151
.. Teachers Pension Grant	—	427	427
. Other DfE Group grants	—	214	214
. ITT Bursaries grants	—	111	111
	—	14,834	14,834
<b>Other government grants</b>			
Local authority grants	—	798	798
Department of Health	—	2	2
	—	800	800
<b>COVID-19 additional funding (DfE/ESFA)</b>			
Other DfE/ESFA COVID-19 funding	—	7	7
	—	7	7
<b>2020 total funds</b>	—	15,641	15,641

\*Following the reclassification in the Academies Accounts Direction 2020/21 of some grants received from the Department for Education and ESFA, the academy trust's funding for Universal Infant Free School Meals, Pupil Premium, the Teachers' Pay Grant and the Teachers' Pension School Employer Contribution Grant 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.



## 5 Expenditure

	Non pay expenditure			2021 Total funds £'000
	Staff costs £'000	Premises £'000	Other costs £'000	
Expenditure on raising funds				
Academies' educational operations				
. Direct costs	10,861	1,099	1,154	<b>13,114</b>
. Allocated support costs	3,962	833	947	<b>5,742</b>
<b>2020 total funds</b>	<b>14,823</b>	<b>1,932</b>	<b>2,101</b>	<b>18,856</b>

Net income for the year includes:				2021 £'000
Operating lease rentals				<b>40</b>
Depreciation				<b>1,100</b>
Fees payable to auditor				
. Statutory audit				<b>15</b>
. Other services				<b>10</b>

	Non pay expenditure			2020 Total funds £'000
	Staff costs £'000	Premises £'000	Other costs £'000	
Expenditure on raising funds				
Academies' educational operations				
. Direct costs	10,437	1,122	1,332	<b>12,891</b>
. Allocated support costs	3,589	730	780	<b>5,099</b>
<b>2020 total funds</b>	<b>14,026</b>	<b>1,852</b>	<b>2,112</b>	<b>17,990</b>
Net income for the year includes:				<b>2020 £'000</b>
Operating lease rentals				49
Depreciation				1,122
Fees payable to auditor				
. Statutory audit				14
. Other services				11

**6 Charitable activities – academies’ educational operations**

			<b>2021</b>	2020
			<b>Total funds £'000</b>	Total funds £'000
Direct costs			<b>13,114</b>	12,891
Support costs			<b>5,742</b>	5,099
			<b>18,856</b>	17,990

			<b>2021</b>	2020
<b>Analysis of support costs</b>			<b>Total funds £'000</b>	Total funds £'000
Support staff costs			<b>3,962</b>	3,589
Technology costs			<b>255</b>	222
Premises costs			<b>833</b>	730
Legal costs – other			<b>43</b>	49
Other support costs			<b>600</b>	463
Governance costs			<b>49</b>	46
<b>Total support costs</b>			<b>5,742</b>	5,099

## 7 Comparative information

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

		Unrestrict- ed general fund £'000	Restricted funds		<b>2020 Total funds £'000</b>
			General £'000	Fixed assets fund £'000	
<b>Income from:</b>					
Donations and capital grants	1	—	—	324	<b>324</b>
Charitable activities					
. Funding for the academies' educational operations	4	—	15,641	—	<b>15,641</b>
Other trading activities	2	533	—	—	<b>533</b>
Investments	3	3	—	—	<b>3</b>
<b>Total income</b>		536	15,641	324	<b>16,501</b>
<b>Expenditure on:</b>					
Charitable activities					
. Academies' educational operations	6	—	16,868	1,122	<b>17,990</b>
<b>Total expenditure</b>		—	16,868	1,122	<b>17,990</b>
<b>Net income (expenditure)</b>		536	(1,227)	(798)	<b>(1,489)</b>
Transfers between funds	15	(468)	388	80	<b>—</b>
<b>Other recognised gains and losses</b>					
Actuarial losses on defined benefit pen- sion scheme	18	—	(2,357)	—	<b>(2,357)</b>
<b>Net movement in funds</b>		68	(3,196)	(718)	<b>(3,846)</b>
<b>Reconciliation of funds</b>					
Total fund balances brought forward at 1 September 2019		1,496	(2,888)	34,851	<b>33,459</b>
<b>Total fund balances carried forward at 31 August 2020</b>		1,564	(6,084)	34,133	<b>29,613</b>

## 8 Staff

### (a) Staff costs

Staff costs during the year were:

			<b>2021 Total funds £'000</b>	<b>2020 Total funds £'000</b>
Wages and salaries			<b>10,206</b>	9,710
Social security costs			<b>1,045</b>	980
Pension costs (including a current service cost adjustment of £1,009,000 (2020 – £789,000))			<b>2,865</b>	2,397
			<b>14,116</b>	13,087
Supply staff costs			<b>679</b>	763
Other restructuring costs			<b>28</b>	176
			<b>14,823</b>	14,026
Redundancy payments			<b>26</b>	34
Severance payments			—	33
Other restructuring costs			<b>2</b>	109
			<b>28</b>	176

During the year ended 31 August 2020, non-contractual severance payments totalling £33,896 were made to five employees. Individually, these payments were for £3,172, £5,724, £6,340, £8,421 and £9,239. No non-contractual severance payments were made during the year ended 31 August 2021.

(b) **Staff numbers**

The number of persons (including the senior management team) employed by the charitable company during the year ended 31 August 2021, expressed as average headcount, was as follows:

Charitable activities	2021 No.	2020 No.
Teachers	144	143
Administration and support	198	206
Management	6	7
	<b>348</b>	356

(c) **Higher paid staff**

The number of employees whose emoluments fell within the following bands was:

	2021 No.	2020 No.
£60,001 – £70,000	10	5
£70,001 – £80,000	2	4
£80,001 – £90,000	2	1
£90,001 – £100,000	—	—
£100,001 – £110,000	2	2
£110,001 – £120,000	1	2

Thirteen of the above employees (2020 – nine employees) participated in the Teachers' Pension Scheme and three of the above employees (2020 – three employees) participated in the Local Government Pension Scheme. The total value of employers contributions to these schemes in respect of higher paid staff was £228,938 and £42,300, respectively (2020 – £174,811 and £45,832, respectively). The seventeenth member of higher paid staff (2020 – thirteenth and fourteenth members of staff) did not participate in either pension scheme. Details of the schemes are provided in note 18.

(d) **Key management personnel**

The key management personnel of the Academy Trust comprise the trustees and the Senior Management Team as listed on page 11. The total amount of employee benefits (including employer pension and national insurance contributions) received by key management personnel for their services to the academy trust was £759,554 (2020 – £908,035). The reduction is mainly a result of a decrease in the number of Headteachers due to Cuckoo Hall and Woodpecker Hall Academies being managed as one school during the period.

## 9 Trustees' remuneration and expenses

The Principal and staff trustees only receive remuneration in respect of services they provide undertaking the roles of Principal and staff and not in respect of their services as trustees. Other trustees did not receive any payments, other than expenses, from the Academy Trust in respect of their role as trustees. The value of trustees' remuneration and other benefits was as follows:

	<b>2021</b> <b>£'000</b>	<b>2020</b> <b>£'000</b>
Mr M Charalambous, CEO		
. Remuneration	<b>115 – 120</b>	<b>115 – 120</b>
. Employer's pension contributions	<b>15 – 20</b>	<b>15 – 20</b>

During the year ended 31 August 2021, travel and subsistence expenses totalling £86 (2020 – £529) were reimbursed to one trustee (2020 – two trustees) in their role as trustees.

## 10 Central services

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

- human resources;
- financial and administration services;
- legal services;
- educational support services; and
- operational support.

The Trust charges for these services on the basis of full cost recovery as a percentage of GAG net of central income (2020: a combination of head count and pupil numbers).

The actual amounts charged during the year were as follows:

	<b>2021</b> <b>£'000</b>	<b>2020</b> <b>£'000</b>
Cuckoo Hall Academy*	<b>—</b>	<b>298</b>
Heron Hall Academy	<b>590</b>	<b>474</b>
Kingfisher Primary Academy	<b>180</b>	<b>176</b>
Woodpecker Hall Academy*	<b>444</b>	<b>174</b>
Enfield Heights Academy	<b>90</b>	<b>86</b>
	<b>1,304</b>	<b>1,208</b>

**10 Central services (continued)**

\* During the year, Cuckoo Hall Academy and Woodpecker Hall Academy were managed as one school with a shared leadership structure in place and a shared finance system. This arrangement was in place whilst an application to amalgamate the two academies was in progress. As such, a single central services charge was made to Woodpecker Hall Academy in respect of Woodpecker Hall and Cuckoo Hall Academy. The amalgamation was agreed on 25 July 2021.

**11 Trustees' and Officers' insurance**

In accordance with normal commercial practice the Academy Trust has purchased insurance to protect trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy Trust business. The insurance provides cover up to £10,000,000 on any one claim and the cost for the year ended 31 August 2021 was included within a wider policy (as in 2020).

**12 Tangible fixed assets**

	Freehold land and buildings £'000	Lease- hold land and buildings £'000	Assets under const-ru- ction £'000	Fixtures, fittings and equipment £'000	Motor vehicles £'000	Total £'000
<b>Cost/valuation</b>						
At 1 September 2020	11,041	26,878	43	3,080	34	<b>41,076</b>
Additions	636	552	—	463	—	<b>1,651</b>
Transfers	—	38	(38)	—	—	<b>—</b>
At 31 August 2021	11,677	27,468	5	3,543	34	<b>42,727</b>
<b>Depreciation</b>						
At 1 September 2020	1,578	3,046	—	2,285	34	<b>6,943</b>
Charge in year	260	558	—	282	—	<b>1,100</b>
At 31 August 2021	1,838	3,604	—	2,567	34	<b>8,043</b>
<b>Net book value</b>						
At 31 August 2021	9,839	23,864	5	976	—	<b>34,684</b>
At 31 August 2020	9,463	23,832	43	795	—	<b>34,133</b>

The land on which Cuckoo Hall and Enfield Heights are sited is owned by the Academy Trust. For the purposes of these financial statements, the freehold land is deemed to have no commercial value.

The land on which Woodpecker Hall Academy is sited is currently leased from the London Borough of Enfield at a peppercorn rent over a term of 125 years. The land on which Kingfisher Hall Academy is sited is currently leased from the College of Haringey, Enfield and North East London at a peppercorn rent over a term of 125 years. The land on which Heron Hall Academy is sited is currently leased from the Secretary of State for Communities and Local Government at a peppercorn rent over a term of 125 years. The value of the leasehold land has not been included in these financial statements because the sites are designated for educational purposes only and have no open market value.

### 13 Debtors

	<b>2021</b> <b>£'000</b>	<b>2020</b> <b>£'000</b>
Trade debtors	7	13
VAT recoverable	152	78
Other debtors	34	14
Prepayment and accrued income	719	436
	<b>912</b>	<b>541</b>

### 14 Creditors: amounts falling due within one year

	<b>2021</b> <b>£'000</b>	<b>2020</b> <b>£'000</b>
Trade creditors	373	363
Taxation and social security	264	275
ESFA creditor: abatement of GAG	68	—
Other creditors	162	205
Accruals and deferred income	648	372
	<b>1,515</b>	<b>1,215</b>
<b>Deferred income</b>		
Deferred income at 1 September 2020	212	244
Resources deferred in the year	(212)	212
Released during the year	230	(244)
Deferred income at 31 August 2021	230	212

Deferred income of £230,000 (2020 – £212,000) consists of Universal Infant Free School Meal and Devolved Formula Capital grants relating to 2021/22 but received in advance of the funding period.



## 15 Funds

	Balance at 1 September 2020 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2021 £'000
<b>Restricted general funds</b>					
. General Annual Grant (GAG)	—	13,669	(13,484)	(185)	—
. Pupil Premium	—	1,006	(1,006)	—	—
. Universal Infant Free School Meals	—	178	(178)	—	—
. Teachers' Pay Grant	—	157	(157)	—	—
. Teachers' Pension Employer Contribution Grant	—	443	(443)	—	—
. ITT Bursaries	—	23	(23)	—	—
. Local Authority funding	—	965	(965)	—	—
. Catch-up premium	—	195	(90)	—	105
. Other DfE/ESFA COVID-19 funding	—	52	(52)	—	—
. Other COVID-19 funding	—	38	(38)	—	—
. Other DfE Group grants	—	212	(212)	—	—
. Pension reserve	(6,084)	—	(1,108)	(401)	(7,593)
	(6,084)	16,938	(17,756)	(586)	(7,488)
<b>Restricted fixed assets fund</b>					
. Transfer on conversion	5,562	—	(179)	—	5,383
. DfE/ESFA capital grants	27,274	1,315	(879)	—	27,710
. Capital expenditure from GAG	1,228	—	(40)	336	1,524
. Private sector capital sponsorship	69	—	(2)	—	67
	34,133	1,315	(1,100)	336	34,684
<b>Total restricted funds</b>	28,049	18,253	(18,856)	(250)	27,196
<b>Unrestricted funds</b>					
. General funds	1,218	485	—	(151)	1,552
. Designated funds	346	—	—	—	346
<b>Total unrestricted funds</b>	1,564	485	—	(151)	1,898
<b>Total funds</b>	29,613	18,738	(18,856)	(401)	29,094

## 15 Funds (continued)

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

### **General Annual Grant (GAG)**

The General Annual Grant (GAG) represents the core funding for the educational activities of the academies that has been provided to the Academy Trust via the Education and Skills Funding Agency by the Department for Education. The General Annual Grant Fund has been set up because the GAG must be used for the normal running costs of the academies. GAG was received for all NSCT Academies in 2020.

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.

### **Pension reserve**

The pension reserve represents the net deficit on the LGPS defined benefit pension scheme. Future GAG funding from the ESFA is expected to be sufficient to fund the deficit.

The other restricted grants represent incoming resources for the following specific purposes:

### **Local Authority Grants**

Local authority funding comprises SEN and Early Years funding.

### **Other restricted funds**

Other restricted represent funding received from either the ESFA or DfE in support of the Academy Trust's educational operations.

### **Restricted fixed assets fund**

The donated fixed assets on conversion and acquisition fund was set up to recognise the tangible assets gifted to the Academy Trust upon conversion by the local authority, which represent the school site inherited from the local authority including the freehold land and buildings and all material items of plant and machinery included therein. Depreciation charged on those inherited assets is allocated to the fund.

As well as capital expenditure from GAG, other restricted and unrestricted funds have been set up to recognise the tangible assets purchased using these respective funds. Depreciation charged on these purchased assets is allocated to the funds. Capital grant funding is allocated to this fund when receivable.

### **Designated fund**

The trustees have identified the need for a separate designated reserve to be created to provide for future repairs and maintenance. Some of the Trust estate is in poor condition and the trustees wish to make prudent provision for costs likely to arise in future years. A review of the long term requirement is in progress and the designated reserve will be updated next year to reflect these plans.

### **Analysis of academies by fund balance**

All of the Trust's fund balances are held centrally by the Trust as part of a GAG pooling arrangement.

	2021 £'000	2020 £'000
Central Trust	2,003	1,564
Total before fixed assets and pension reserve	2,003	1,564
Restricted fixed asset fund	34,684	34,133
Pension reserve	(7,593)	(6,084)
<b>Total</b>	<b>29,094</b>	<b>29,613</b>

### Analysis of Academies by cost

Expenditure incurred by each academy during the year was as follows (excluding depreciation which is not allocated between entities):

	Teaching and educational support staff Costs £'000	Other support staff costs £'000	Educational supplies £'000	Other costs (excluding depreciation) £'000	2021 Total £'000
Enfield Heights Academy	791	183	80	62	<b>1,116</b>
Heron Hall Academy	4,414	416	412	340	<b>5,582</b>
Kingfisher Hall Academy	1,549	298	177	119	<b>2,143</b>
Woodpecker Hall Academy*	3,324	749	352	287	<b>4,712</b>
Central Trust	356	2,739	135	973	<b>4,203</b>
	10,434	4,385	1,156	1,781	<b>17,756</b>

	Teaching and educational support staff Costs £'000	Other support staff costs £'000	Educational supplies £'000	Other costs (excluding depreciation) £'000	2020 Total £'000
Cuckoo Hall Academy*	2,495	569	312	356	3,732
Enfield Heights Academy	679	203	90	102	1,074
Heron Hall Academy	3,599	755	373	497	5,224
Kingfisher Hall Academy	1,351	580	183	224	2,338
Woodpecker Hall Academy*	1,406	408	211	199	2,224
Central Trust	303	1,678	160	135	2,276
	9,833	4,193	1,329	1,513	16,868

During the year Cuckoo Hall Academy and Woodpecker Hall Academy were managed as one school with a shared leadership structure in place and a shared finance system. This arrangement was in place whilst an application to amalgamate the two academies was in progress. The amalgamation was agreed on 25 July 2021 and the analysis of expenditure by academy for 2020/21 therefore reflects only the amalgamated figures under the new, combined academy – Woodpecker Hall Academy.

**15 Funds** (continued)**Comparative information** Comparative information in respect of the preceding period is as follows:

	Balance at September 2019 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2020 £'000
<b>Restricted general funds</b>					
. General Annual Grant (GAG)	—	12,691	(13,079)	388	—
. Pupil Premium	—	1,028	(1,028)	—	—
. Universal Infant Free School Meals	—	212	(212)	—	—
. Teachers' Pay Grant	—	151	(151)	—	—
. Teachers' Pension Employer Contribution Grant	—	427	(427)	—	—
. ITT Bursaries	—	111	(111)	—	—
. Local Authority funding	—	798	(798)	—	—
. Department of health	—	2	(2)	—	—
. Other DfE/ESFA COVID-19 funding	—	7	(7)	—	—
. Other DfE Group grants	—	214	(214)	—	—
. Pension reserve	(2,888)	—	(839)	(2,357)	<b>(6,084)</b>
	(2,888)	15,641	(16,868)	(1,969)	<b>(6,084)</b>
<b>Restricted fixed assets fund</b>					
. Transfer on conversion	5,747	—	(185)	—	<b>5,562</b>
. DfE/ESFA capital grants	27,846	324	(896)	—	<b>27,274</b>
. Capital expenditure from GAG	422	—	(14)	—	<b>408</b>
. Capital expenditure - other restricted	765	—	(25)	80	<b>820</b>
. Private sector capital sponsorship	71	—	(2)	—	<b>69</b>
	34,851	324	(1,122)	80	<b>34,133</b>
<b>Total restricted funds</b>	<b>31,963</b>	<b>15,965</b>	<b>(17,990)</b>	<b>(1,889)</b>	<b>28,049</b>
<b>Unrestricted funds</b>					
. General funds	1,150	536	—	(468)	<b>1,218</b>
. Designated funds	346	—	—	—	<b>346</b>
<b>Total unrestricted funds</b>	<b>1,496</b>	<b>536</b>	<b>—</b>	<b>(468)</b>	<b>1,564</b>
<b>Total funds</b>	<b>33,459</b>	<b>16,501</b>	<b>(17,990)</b>	<b>(2,357)</b>	<b>29,613</b>

**16 Analysis of net assets between funds**

		Unrestricted funds £'000	Restricted General Funds £'000	Restricted Fixed Asset Fund £'000	<b>Total 2021 £'000</b>
<b>Fund balances at 31 August 2021 are represented by:</b>					
Tangible fixed assets		—	—	34,684	<b>34,684</b>
Current assets		1,898	1,620	—	<b>3,518</b>
Current liabilities		—	(1,515)	—	<b>(1,515)</b>
Pension scheme liability		—	(7,593)	—	<b>(7,593)</b>
<b>Total net assets</b>		<b>1,898</b>	<b>(7,488)</b>	<b>34,684</b>	<b>29,094</b>

		Unrestricted funds £'000	Restricted General Funds £'000	Restricted Fixed Asset Fund £'000	Total 2020 £'000
<i>Fund balances at 31 August 2020 are represented by:</i>					
Tangible fixed assets		—	—	34,133	34,133
Current assets		1,564	1,215	—	2,779
Current liabilities		—	(1,215)	—	(1,215)
Pension scheme liability		—	(6,084)	—	(6,084)
Total net assets		1,564	(6,084)	34,133	29,613

**17 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

**18 Pension and similar obligations**

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

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

Contributions of £214,405 (2020: £185,177) were outstanding at the end of the financial year. There were no prepaid contributions at either the beginning or end of the financial year.

## 18 Pension and similar obligations (continued)

### Teachers' Pension Scheme

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

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

### Valuation of the Teachers' Pension Scheme

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

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

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

The employer's pension costs paid to TPS in the period amounted to £1,212,000 (2020 – £1,082,000).

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

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

### Local Government Pension Scheme (LGPS)

The LGPS is a funded defined-benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2021 was £844,000 (2020 – £689,000) of which employer's contributions totalled £629,000 (2020 – £500,000) and employees' contributions totalled £215,000 (2020 – £189,000). The agreed contribution rates for future years are 17.9% for employers and 5.5-11.4% for employees.

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

	<b>At 31 August 2021</b> %	<b>At 31 August 2020</b> %
<b>Principal Actuarial Assumptions</b>		
Rate of increase in salaries	<b>4.1</b>	3.7
Rate of increase for pensions in payment / inflation	<b>2.6</b>	2.2
Discount rate for scheme liabilities	<b>1.7</b>	1.7
Inflation assumption (CPI)	<b>2.6</b>	2.2
Pension accounts revaluation rate	<b>2.6</b>	2.2

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

	<b>At 31 August 2021</b>	<b>At 31 August 2020</b>
<i>Retiring today</i>		
Males	<b>23</b>	22
Females	<b>24</b>	24
<i>Retiring in 20 years</i>		
Males	<b>23</b>	23
Females	<b>25</b>	25

The effect on the net pension liability as a result of changes in actuarial assumption would be as follows:

	<b>At 31 August 2021</b> <b>£'000</b>	<b>At 31 August 2020</b> <b>£'000</b>
Discount rate +0.1%	<b>(459)</b>	(357)
Discount rate -0.1%	<b>476</b>	370
Mortality assumption – 1 year increase	<b>623</b>	459
Mortality assumption – 1 year decrease	<b>(607)</b>	(459)

**18 Pension and similar obligations** (continued)

**Local Government Pension Scheme (LGPS)** (continued)

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

	<b>Fair value at 31 August 2021 £'000</b>	<b>Fair value at 31 August 2020 £'000</b>
Equities	<b>4,475</b>	3,081
Bonds	<b>1,735</b>	1,467
Property	<b>1,585</b>	393
Cash and other liquid assets	<b>1,013</b>	1,727
<b>Total market value of assets</b>	<b>8,808</b>	6,668

The actual return on scheme assets was £1,327,000 (2020 – £55,000).

<b>Amounts recognised in statement of financial activities</b>	<b>2021 £'000</b>	<b>2020 £'000</b>
Current service cost	<b>1,638</b>	1,289
Interest income	<b>(120)</b>	(122)
Interest cost	<b>212</b>	172
<b>Total amount recognised in the SOFA</b>	<b>1,737</b>	1,339



<b>Changes in the present value of defined benefit obligations were as follows:</b>	<b>2021 £'000</b>	<b>2020 £'000</b>
At 1 September	<b>(12,752)</b>	(9,016)
Current service cost	<b>(1,638)</b>	(1,289)
Interest cost	<b>(219)</b>	(172)
Employee contributions	<b>(216)</b>	(189)
Actuarial loss	<b>(1,608)</b>	(2,180)
Benefits paid	<b>32</b>	94
<b>At 31 August</b>	<b>(16,401)</b>	(12,752)

<b>Changes in the fair value of the Academy's share of scheme assets:</b>	<b>2021 £'000</b>	<b>2020 £'000</b>
At 1 September	<b>6,668</b>	6,128
Interest income	<b>120</b>	122
Actuarial (loss)/gain	<b>1,207</b>	(177)
Employer contributions	<b>629</b>	500
Employee contributions	<b>216</b>	189
Benefits paid	<b>(32)</b>	(94)
<b>At 31 August</b>	<b>8,808</b>	6,668

## 19 Related party transactions

Owing to the nature of the Academy Trust's operations 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 a member or a trustee has an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Academy Trust's financial regulations and normal procurement procedures.

## 20 Capital commitments

	<b>2021</b> <b>£'000</b>	<b>2020</b> <b>£'000</b>
Contracted for, but not provided in the financial statements	<b>236</b>	1,063

## 21 Commitments under operating leases

	<b>2021</b> <b>£'000</b>	<b>2020</b> <b>£'000</b>
Amounts due within one year	<b>33</b>	42
Amounts due between one and five years	<b>15</b>	49
	<b>48</b>	91



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