

Company Registration Number: 08595545 (England & Wales)

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Annual report and financial statements
for the year ended 31 August 2020

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Contents

	Page
Reference and administrative details	1 - 2
Trustees' report	3 - 33
Governance statement	34 - 37
Statement on regularity, propriety and compliance	38
Statement of Trustees' responsibilities	39
Independent auditors' report on the financial statements	40 - 43
Independent reporting accountant's report on regularity	44 - 45
Statement of financial activities incorporating income and expenditure account	46 - 47
Balance sheet	48 - 49
Statement of cash flows	50
Notes to the financial statements	51 - 85

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS

Members

Jerry Goddard
Charles Gregson
Romy Jones
Professor Jane Longmore
Margaret Eva (resigned 5 December 2019)

Trustees

Jill Cook
Michael Grant
Colin James
Professor Jane Longmore
James Martin
David Myers
Dr Sharon Menghini
Graham Olway
Sue Samson
Alan Taylor-Bennett
Paul Hemmings (appointed 9 October 2019)
Kevin Breen (appointed 12 December 2019)

Company registered number

08595545

Company name

University of Chichester (Multi) Academy Trust

Principal and registered office

Bishop Otter Campus
College Lane
Chichester
West Sussex
PO19 6PE

Company secretary

Helen Turner

Chief executive officer

Sue Samson

Senior management team

Sue Samson, Chief Executive Officer
Helen Turner, Director of Financial and Commercial Services
James Humphries, Director of Standards and Effectiveness

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS (continued)
for the year ended 31 August 2020

Independent auditors

Kreston Reeves LLP
Statutory Auditor
9 Donnington Park
85 Birdham Road
Chichester
West Sussex
PO20 7AJ

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Trustees' Report
For the year ended 31 August 2020

The Trustees of the University of Chichester (Multi) Academy Trust (referred to in this document as 'the Trust') present their annual report together with the financial statements and auditors' reports of the charitable company for the twelve months to 31 August 2020. The annual report serves the purpose of both a Trustees' report and a directors' report under company law. In this report, the directors are referred to throughout as Trustees.

During this period, the Trust managed fourteen academies in the south east of England: three infant schools, four junior schools, six primary schools and one secondary school. The total number of pupils on roll at the start of the year, from the autumn 2019 census, was 4,976. We transferred Frogmore Junior School to another Multi Academy Trust on 1 October 2019 in order that it could continue its journey in collaboration with other local schools.

Structure, Governance and Management

Constitution

The 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.

The Trustees are also the directors of the charitable company for the purposes of company law. The charitable company is known as the University of Chichester Academy Trust.

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

We used our new Articles of Association during the year, in line with DfE requirements. These had been approved by the Members by special resolution on 20 June 2019 and so were used for the full academic year.

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

The Trust buys into the ESFA Risk Protection Assurance (RPA) scheme for all its academies. The RPA includes Governors Liability cover with a Governor being defined within the RPA Membership Rules as 'any member of an Academy Trust, a director/trustee of an academy trust, or a person who sits on a local governing body. Governors liability provides cover for losses incurred following a Governor (defined as a director/trustee/governor) committing a wrongful act where a wrongful act is defined as 'any actual or alleged breach of duty, breach of trust, neglect, error, misstatement, breach of warranty of authority, libel, slander or any other act committed by any indemnified person solely in the course of the Business. As the RPA is calculated on a contribution per pupil basis it is not possible to give a breakdown of the cost of this element of the insurance.

Trustees' Report
For the year ended 31 August 2020

Method of Recruitment and Appointment or Election of Trustees

The new Articles of Association require the following composition for the Trust Board:

Article 50	Appointed by sponsor	Up to 6 Trustees	To include Vice Chancellor and one Trustee appointed by Members
Article 57	CEO	1	
Articles 53 – 56D	Parents	Minimum of 2	Unless there are Local Governing Bodies which include at least 2 parent members
Article 52	Chair of Governors	1	Appointed by Trustees
Article 52	Headteacher	1	Appointed by Trustees
Article 58	Co-opted	Any number so long as the maximum of 15 Trustees is not exceeded	

During the year there were twelve appointed Trustees, including two new Trustees who joined the Board in October and December 2019 to fill two vacancies. We have chosen to appoint parents to our Local Governing Bodies and not to the main Board.

One of our Members retired during the year and we currently have a vacancy. We hope to appoint one of our Trustees who is reaching the end of his term of office to this position in order to retain the commitment to the ethos and vision of the Trust. We are working with the Academy Ambassadors programme to recruit an additional Trustee.

Trustees are selected in order to achieve the best mix of skills, effectiveness, leadership and impact. The required mix of skills and experience identified by Trustees included the following:

- Experience of working within schools and academies.
- Experience of setting targets and monitoring and evaluating performance
- Experience of delivering school improvement.
- Experience of strategic leadership within an education environment.
- Business and commercial skills.
- Finance and audit.
- School Funding
- Governance and compliance.
- HR and equality and diversity.
- Estates.
- Admissions.
- Fundraising and strategic partnerships.
- Data protection and GDPR

Trustees have been recruited to the Board through a mixture of advertising, recruitment via the New Schools Network Academy Ambassador's programme and via social media as well as through personal approaches by our sponsor.

Trustees' Report
For the year ended 31 August 2020

Policies and Procedures Adopted for the Induction and Training of Trustees

During the year the Trustee Recruitment Panel appointed two Trustees to fill vacant positions on the Board. Induction and training were provided via briefings from the Chairs of the sub-committees, meetings with the Executive Team and detailed background reading about the Trust and its academies and the responsibilities and duties of a charity Trustee published by the Charity Commission.

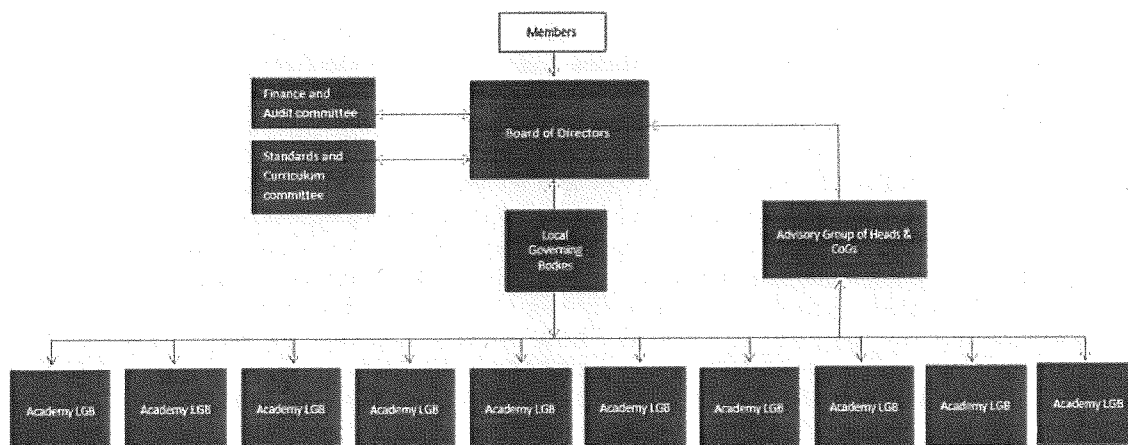
A review of board effectiveness was carried out in 2020 by the Chair of the Board using the 21 questions from the All-Party Parliamentary Group and some additional questions about individual skills and training needs. As a result of Covid-19 we have not carried out the usual review of individual effectiveness and this will be something that we will carry out next year. During this period however Trustees have been fully engaged and recruitment and induction have continued as normal.

Local Governing Bodies act with delegated authority from the Trustees. Induction sessions for new school governing bodies take place at each school both prior to and following conversion. Each governing Body has a general induction to the Trust and an induction to their role regarding Finance and Resources and their role in respect to Curriculum and Standards. Local governors have access to a wide range of induction resources on our Governance portal on the website and to the Key which is provided on a Trust-wide subscription. Local governors also have access to a wide range of additional training sessions provided through the service level agreements with their Local Authority. Chairs of Governors have joined the CEO for regular online meetings to discuss their response to Covid -19 and how their Local Governing Bodies can continue to support and challenge the schools during this time. Local Governing Bodies have been involved in carrying out checks on the Covid-19 risk assessments and infection control procedures in each of their schools and have also played a key role in engaging with parents and communities during this time.

We continue to enhance the Governance Toolkit and our web portal to give guidance to Governing Bodies. Our toolkit supplements the ESFA's Governance Handbook and gives specific guidance on our own internal processes and provides guidelines and materials to support coherent high-quality governance within our academies. During this year we paid particular attention to our critical incident planning and processes as they were enacted across the Trust and in all of our schools due to the COVID –19 pandemic. They operated well and were fit for purpose. We also added an additional section to our Governance materials to inform Governance during COVID-19.

Organisational Structure

MULTI-ACADEMY TRUST GOVERNANCE STRUCTURE



The governance of the Trust is undertaken by Members, Trustees and governors of individual academies.

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Trustees' Report
For the year ended 31 August 2020

The Members are akin to the shareholders of the company. They have ultimate control of the academy trust with the ability to appoint some of the Trustees and the right to amend the Articles of Association. The Trust currently has four Members one of whom is the Chair of Trustees which is in line with the Articles of Association of the company. We intend to fill the vacant Member post in 2020-21.

The Trustees have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of academies. This is largely exercised through strategic planning and the setting of policy and through the setting and monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Trustees have formally delegated some of these powers to the CEO and some to Local Governing Bodies.

The Articles state that the business of the Trust shall be managed by the Trustees but that in the exercise of their powers and functions the Trustees may consider any advice given by the Chief Executive Officer and any other executive officer. The Chief Executive Officer is assisted in this task by the executive team who are responsible for overseeing operational delivery within the Trust.

The Chief Executive Officer is the Accounting Officer of the multi academy trust and is assisted in this task by the Director of Financial and Commercial Services who is the Chief Financial Officer and the Director of Standards and Effectiveness who leads on the school improvement and school effectiveness agenda.

The Trustees delegate certain responsibilities to locally based committees known as Local Governing Bodies. Each academy has a Local Governing Body and a Scheme of Delegation for each academy sets out how these delegated powers operate. This document also sets out how such delegated powers may be further delegated to the Head teacher or Principal within the school. The Trust operates through a model of 'earned autonomy' and therefore the level of delegation to each academy is different and based on performance. The individual delegation profile for each school is reviewed on an annual basis following a strategic review of the improvement and effectiveness of the academy and its financial stability. This includes an analysis of performance data, internal audit reports, visit reports and other data. The outcome of this review is agreed levels of delegated authority for the following year and a letter is then sent to the Chair and the Head teacher setting out their levels of delegated authority for the following year.

Academies where the predecessor school was in special measures have less delegated authority initially than those academies whose predecessor schools were good or outstanding. The majority of our schools received full delegation last year as they have been with the Trust for some time, have strong leadership and governance, are recognised by Ofsted as having Good outcomes and also operate within their in-year budget. This has shown a significant improvement over time.

The Trustees have reserved certain matters to themselves which cannot be delegated, these are set out in the Scheme of Delegation.

The Board's Standards and Curriculum Committee receives reports on the performance of the Trust's schools from the Director of Standards and Effectiveness four times a year. The data used to compile these reports is presented to the committee alongside the reports. When available, they consist of data from the national test results held by the Department for Education (DfE). This is nationally quality assured and benchmarked. It is supplemented at various points in the year by analyses undertaken by the DfE such as Analyse School Performance and the Inspectors Data Summary Report as well as analyses provided by Fisher Family Trust (FFT) Aspire and some local authorities. Internal attainment and progress tracking data are submitted on all children in Trust schools three times a year. This is managed through OTrack, a company which provides an analysis reporting service. Assessments are quality assured by Head Teachers and verified by Academy Improvement Partners. Other performance information, for example on demographics and attendance are provided to the Board through schools' MIS Capita SIMS. These are verified annually through the DfE School Census process. The committee is provided with detailed and comprehensive reports which are RAG rated and has oversight of the interventions being made where academies are causing concern.

The Board's Finance and Audit committee receives detailed and comprehensive financial data from all academies at each of its meetings. All academy Management Accounts are RAG rated according to set risk criteria to enable a more detailed review of those academies causing concern. Budgets are scrutinised in the July F&A meeting prior to their approval by the Board. This year the committee reviewed the 20-21 budgets a second time in Sept 20 following the publication of the Covid-19 catch-up premium and the extended

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Trustees' Report
For the year ended 31 August 2020

submission date to the ESFA.

All Trustees receive monthly Management Accounts, including income and expenditure reports, a balance sheet, a cash flow forecast and a KPI report.

The Board held an extraordinary Board meeting in June to review the financial impact of Covid-19 on the individual academies and the Trust as a whole.

We use PS Financials software for recording actual income and expenditure and HCSS software for academy budgets. Reporting mechanisms in both systems are strong and we test the robustness of the data by carrying out monthly bank and other reconciliations.

Arrangements for setting pay and remuneration of key management personnel

Key Management Personnel are defined by FRS 102 as those persons having authority and responsibility for planning, directing and controlling the activities of the organisation. In the University of Chichester Academy Trust the key management personnel are the Trustees and the senior team of the central trust.

The three members of the senior team of the central trust are employed by the University of Chichester and work for the Trust under the terms of their employment contract. The ESFA have acknowledged and approved the arrangement for the CEO and the CFO. All members of the central trust have secondment agreements with the University.

The arrangements for setting the pay and remuneration of University employees are as follows:

The HR department of the University uses HERA, a job evaluation toolkit, to determine the salary for all University appointed posts which includes the CEO and the executive team. On determining a salary pay range for a post, an approval process to appoint to the post must be followed which includes sign-off from the CEO and a member of the University's Chief Executive's team. For the CEO's post the salary was approved by the Chair of the Board of Trustees and the University's Chief Human Resources Officer.

One of the Trustees was also an employee of the Trust during 2019-20 and has received remuneration in respect of services provided undertaking his roles as a member of staff; he did not receive remuneration in respect of his role as a Trustee. This will always be the case for the headteacher representative on the Board.

The arrangements for setting the pay and remuneration for members of academy staff are as follows:

Where employees hold posts within the Trust's academies and were employed at the school prior to the school moving to academy status, in line with the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) the employees retained their terms and conditions, including pay when they join the Trust. The Trust's Pay and Reward Policy developed by a working group including headteachers and approved by the Board, sets out arrangements for the pay and remuneration of all employees. Pay awards are informed by the School Teachers' Review Body and the National Joint Council for Local Government Services and are then presented to the full Board for approval. Local Governing Bodies approve individual staff incremental pay awards and allowances unless they have not been given full delegated authority, in which case the CEO approves for those schools. The CEO approves all pay awards for head teachers on the basis of performance.

One current Headteacher Trustee was appointed to the Board in October. He was appointed to the Trust's terms and conditions to be Headteacher of a school that was in Special Measures and needed considerable intervention as follows:

The Trust took on the school as a sponsored Academy and advertised for a Headteacher on a salary which had been identified using the numerical methodology used within the national guidance for School Teachers Pay and Conditions. The post was advertised at that level and did not attract suitable candidates. Following two unsuccessful advertisements the Board agreed to advertise this post at an increased salary, within the parameters of the STPCD, to reflect the challenges of the post and market rates and provide a 'personal to holder' salary to secure the right candidate. This methodology was successful, and an exceptional candidate was secured who has turned around the school achieving a 'good' Ofsted rating in just three years. Now that the school has grown in size this salary has been normalised against the STPCD methodology.

Trustees' Report
For the year ended 31 August 2020

Trade union activity

The Trust adopts a collaborative approach with its academies and in addition has set up a Joint Consultative Group (JCG) with its 10 recognised trade unions to consult on matters which affect staff pay and conditions. We meet with this group on a termly basis in order to keep them informed of the Trust's plans and to seek their views. A Recognition Agreement has been drawn up which establishes the basis upon which the Trust recognises the trade unions; for sign off in 2020-21. This group has been particularly active during the COVID-19 pandemic when the Unions have worked with the Trust to ensure that the Risk Assessments are robust and appropriate. This has been a helpful partnership during this time and the Unions have responded particularly favourably to the attention provided by the Trust to the wellbeing of staff.

In accordance with the definition of The Trade Union (Facility Time Publication Requirements) Regulations 2017 and the Trade Union and Labour Regulations (Consolidation) Act 1992, section 170(1)(b) the Trust has no relevant union officials and no facilities time. We undertake regular consultation with a Joint Consultative Group (JCG) and have met with them three times during the year.

Relevant union officials

Number of employees who were relevant union officials during the year	None
---	------

Percentage of time spent on facility time

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

Percentage of pay bill spent on facility time

Total cost of facility time	-
Total pay bill	21.759,000
Percentage of total pay bill spent on facility time	-

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours	-
---	---

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Trustees' Report
For the year ended 31 August 2020

Equality, Diversity and Inclusivity

The University of Chichester Academy Trust and its academies are committed to equality and values the richness diversity brings. As such we aim to embed good practice in our policies and all of our activities, creating a culture in which staff, volunteers, children and young people are treated fairly, equitably, and with dignity and respect.

The Trust's Recruitment and Selection Policy sets out the procedure academies must follow, including a section with a focus on equality and diversity, and supporting applicants who may declare a disability. Central HR deliver recruitment and selection training to all of its academies with a focus on equality and inclusion, with resources and support available to academies and individuals.

The Trust will work with its academies and individuals who declare a disability to ensure the right support is in place for the individual, including consideration of reasonable adjustments. This may require liaising with Access to Work to determine best support, occupational health or MIND's return to work programme. All staff can discuss career development annually and images used in promoting the Trust and its academies reflect the diversity of our pupil and staff population. The Trust produce HR Matters, a newsletter for its academies, which includes raising awareness of the importance of equality and benefits of a diverse workforce.

In March 2020 an Employee Assistance Programme was launched. All employees have access to an extensive online resource. Daily webinars and articles are published and during this current pandemic, a strong focus has been placed on supporting mental health wellbeing. The programme includes access to a 24/7 telephone helpline for information and advice and counselling, with the option to elect face-to-face counselling sessions. Access to the online resource and telephone helpline has also been opened to parents for one year with the view to supporting pupil wellbeing through parent support.

A Trust wide survey was conducted in January 2019 to gain employee's views on the recruitment process, job satisfaction and personal and career development and support. Employees were positive about the support provided by the Trust and many candidates for posts are now applying to the Trust as an employer of choice in their locality. This is evidenced by the fact that there were a high number of good candidates for all headship and senior leader post advertised by the Trust and by the fact that the Trust had no teaching vacancies on September 1st 2019 or the 1st September 2020.

Related Parties and other Connected Charities and Organisations

The University of Chichester (Multi) Academy Trust was established in July 2013 by the University of Chichester acting as its sponsor. This formed part of the University's strategy of transforming life chances through education and regeneration of local communities and supported its widening participation in higher education strategy. Sponsoring academies was a way of supporting lifelong learning and making a lasting difference to local communities using the University's expertise in education more widely to support the leadership, management and school improvement agendas in schools and providing a catalyst for improving the educational outcomes for children and young people.

The University of Chichester is a modern expanding and ambitious University with a strong educational heritage. It has been training teachers since 1839 and is recognised locally as a high-quality provider of Initial Teacher Training provision.

The University supports the Trust in a wide variety of ways. It contributes to its governance in accordance with the Articles of Association; it has provided and seconded staff to support the delivery of the Trust's business charged at cost ; it has provided professional services support through expertise and back up support, it has provided training and support for staff seconded to the Trust, and has provided accommodation and IT support and has made the University's facilities and expertise available to the Trust.

The University also provided financial support to the Trust during its start-up phase by seconding University employees to the Trust and charging their costs to a loan account; this loan has ESFA approval. The loan has a seven-year term, repayable in 2022, and has no interest charges and no penalties for early repayment. The ESFA has approved a loan of up to £1m, the balance on the loan account stands at £221,417 as at 31 August 2020.

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Trustees' Report
For the year ended 31 August 2020

All central staff working for the Trust, whether full time or seconded on a part-time basis, have employment contracts with the University and are formally seconded to the Trust. The Trust is responsible for all costs of the seconded staff and for directing the work of the individuals. As a supply of services, the Trust pays VAT on these re-charged salary costs.

In addition, members of the University's Institute of Education provide school improvement services to the academies within the Trust at cost and these costs are invoiced to the Trust on a termly basis. These costs also attract VAT, most of which is recoverable.

The University has influence over the University of Chichester (Multi) Academy Trust's Board through its ability, as set out in the Articles, to appoint up to six Directors. This gives the University influence in setting the strategic direction of the Trust but not majority control. None of the Trustees receives remuneration for their work as Trustee.

The Articles also set out the University's interest in the Membership of the Trust by appointing the Vice Chancellor and a nominee of the University as two of the five Members, neither of whom receive any remuneration from the Trust. There are now five Members, one of whom is the Vice-Chancellor of the University and also a Trustee. The four other Members are independent of the Trust Board. One of the five posts is currently vacant and will be filled by the end of the calendar year.

The relationship between the University of Chichester and the Academy Trust is set out in a Sponsor agreement that ensures that all related party interfaces are clear and compliant with ESFA requirements.

Nine employees from the University served as Governors in our schools during the year.

There are no other related parties or connected charities and organisations.

Engagement with employees (including disabled persons)

The Trust believes in order to achieve its vision and aims, it must be people focused, inclusive and work collaboratively; this is evidenced both in its vision and values and also across its academies in the work undertaken.

Actions taken during the period to engage with employees were as follows:

The Headteachers and Chairs of Governors work with the Executive Team as an Advisory Group to inform and advise Trustees in their work. The make-up of the Trustees includes a headteacher and a Chair of Governors to ensure that the messages from schools are always reflected and considered in the decision making of the Trustees. The Advisory Group has informed and supported the development of the vision values as well as the aims and annual priorities of the Trust. The annual review of the Strategic Plan for 2019/20 was undertaken at the Trusts Annual Leadership conference in 2019 which involved Trustees, Headteachers and Chairs of Governors so that the overarching vision and mission and vision are restated and annual priorities agreed. In this way an iterative process between the school leaders and the Trustees informs the strategic direction of the Trust.

There are a number of areas where Trustees have policies which need the engagement from all employees and simply producing the policy and delegating this to schools was not seen as a sufficiently robust process to ensure that all staff are fully informed. In these cases the Trust produces a set of core training materials provided for academies to deliver and the statutory requirements are built into the initial INSET days at the start of the year. This year this process has been used for such things as Child Protection and GDPR. There is also a document library in our new HR self-service system which allows the Trust to track employee engagement with key documents and this facility will be further utilised in the future.

On a termly basis a Learning Matters Newsletter is provided for all employees to share good practice across the academies and to provide key messages from the CEO and the Trust Board. During this year the direct communications with employees has been enhanced with additional letters from the CEO, Chair and Trustees to provide them with reassurance and updated information on the position of the Trust on COVID 19 restrictions and to support and thank staff for their amazing efforts in the face of the current pandemic.

Trustees' Report
For the year ended 31 August 2020

During the COVID-19 pandemic the direct engagement with employees has been enhanced to include manager and employee factsheets on COVID matters that relate to them as individual employees as national advice changes. Extensive risk assessments in respect of infection control for COVID-19 were produced and undertaken in collaboration with employees to include a focus on those with protected characteristics. Robust and supportive return to work process for any vulnerable staff to include those who are critically vulnerable, pregnant, disabled and any with protected characteristics were also introduced and have been also shared with other Trusts and schools outside the Trust as examples of good practice.

The Trust consulted widely with the JCG and our schools on the draft Disciplinary Policy and the CEO met with the trades union Joint Consultative Group (JCG) on 3 occasions to discuss the safe opening of schools and built their concerns for employees into the Trust Risk Assessment template. The attention paid to staff with protected characteristics and those who were vulnerable, including those who were disabled was reported as a strength in the Risk Assessment and fully met the Union expectations for these staff.

The Trust encourages the involvement of employees in the performance and development of the Trust through weekly leadership meetings, a wide range of specialist and subject networks and regular communications and on-line surveys. This engagement extends beyond teaching staff and there have been networks of Business Managers, HR leads and site managers during this period to ensure a common awareness around the issues of Covid 19 and the safe opening of schools. These remote networking groups established due to COVID-19 have also provided employees with opportunities to share good practice, support each other and contribute to the development of the Trust-wide policies and procedures.

As previously reported, we completed a Trust wide staff survey in 2018, with two further pulse surveys published at the end of 2019 and in July 2020 to engage with employees. The outcomes of these surveys indicate a growing sense of pride of employees in working for the Trust, a strong feeling of being well supported and continuing agreement that there is a positive culture supported at work. This is also borne out by increasing interest in individuals applying to working for the Trust. The introduction of the Employee Assistance Programme to support employee wellbeing and wellbeing advice and support when staff were working from home has enhanced this positive engagement and knowledge that the Trustees are investing in their employees.

For employees with disabilities as part of their induction, a plan is drawn up with the employee, with reasonable adjustments discussed to support as required. This continues throughout the employee lifecycle and Access to Work are called upon to support when required. As part of performance management, training and career development is discussed. The Trust's recruitment process is robust to ensure non-discriminatory practice and uphold the Trust's values and commitment to equality and inclusivity. All employees involved in recruitment and selection must complete the Trust's Recruitment and Selection Workshop which includes topics such as unconscious bias and details the Trust's requirement and commitment to the Equality Act 2010.

Our Trustees have met with employees during the year as part of board visits to schools, meeting staff to prepare for the opening of two new school buildings, joining meetings with school business Managers (CEO), and attending Head teacher weekly briefings. A planned Leadership Conference, where Trustees were due to meet senior leaders from all schools, had to be postponed because of Covid 19. Trustees are keen to engage more with schools and their staff and we intend to plan more engagement when we can do so safely.

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

Trustee engagement with suppliers has largely been through the CEO and Trustees serving on the Finance and Audit Committee. Trustees have engaged with Local Authorities providing SLAs to our schools, professional advisers and contractors delivering new school buildings and capital works.

All engagement with suppliers is conducted objectively, in line with the seven principles of public life (Nolan) and we follow a clear procurement policy for all suppliers. It is our intention to rotate suppliers in order to ensure best value and continued objectivity.

Trustees' Report
For the year ended 31 August 2020

Objectives and Activities

The objectives, aims, strategies and activities of the Trust are set out below.

Objects and Aims

The Articles of Association set out the Trust's objects as follows:

To advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing schools ("the mainstream Academies") offering a broad and balanced curriculum or educational institutions which are principally concerned with providing full-time or part-time education for children of compulsory school age who, by reason of illness, exclusion from school or otherwise, may not for any period receive suitable education unless alternative provision is made for them.

Objectives, Strategies and Activities

The Trust Vision is for all young people to be inspired by an excellent education that raises their aspirations and enriches their lives.

The Trust Mission is to create a vibrant inclusive and aspirational family of academies, transforming life chances for pupils through excellent teaching, learning and leadership.

The Trust Aims are:

- Promote high aspirations and success for all.
- Ensure progressive and sustained improvement in standards of education and progress in pupils.
- Create a learning environment where staff can promote and deliver creative, dynamic, engaging and relevant learning experiences for pupils.
- Value and support outstanding teaching by encouraging and supporting the continual professional learning of all staff.
- Support and build leadership and management capacity within and across academies.
- Develop local learning communities where parents and carers are valued and encouraged to engage in the learning community.
- Embrace opportunities presented by the new educational landscape in a way that is coherent with our vision, mission and values.
- Generate levels of surplus sufficient to secure sustainability, support investment in our academies and the deliver our vision.
- Achieve a shared sense of mission and belonging across our community of schools so that the vision is owned by the whole Trust and understood by our partners.

The aims explained

1. Promote high aspirations and success for all

Our learning community will inspire and empower our staff and students to exceed their own expectations. Learning and teaching will benefit from the high-quality research undertaken by the University, which is designed to inform and inspire. We will therefore work in partnership with each other and with the University to ensure that our learning and teaching contributes to and reflects excellent evidence-based practice and inspires our young people to raise their aspirations and to achieve their dreams. We will contribute to the Vision of the University to support high quality learning from Pre-school to PhD.

Trustees' Report
For the year ended 31 August 2020

2. **Ensure progressive and sustained improvement in standards of education and progress in pupils.**
Our academies will prioritise the learning of all pupils and will aim for every child to make excellent progress. This will be done by academies undertaking rigorous self-evaluation, identifying priorities for development and producing a Journey to Excellence Plan to meet those objectives. This process will be supported by high-quality improvement advisers and specialists from the University's Institute of Education.
3. **Create a learning environment where staff can promote and deliver creative, dynamic, engaging and relevant learning experiences for pupils.**
We will create a cohesive community of learning with a sense of belonging and shared endeavour. We have a Trust curriculum statement which promotes creativity and engagement and all school develop their school curriculum in the context of the trust statement and the community they serve. We will also continue to enhance the fabric of our academies. This will include capital and refurbishment projects, shared branding and a common commitment to sharing facilities, expertise and equipment. The University will also share facilities, staffing and expertise with academies to enhance learning for pupils and provide opportunities for everyone to develop.
4. **Support and building leadership and management capacity within and across our academies.**
The Trust believes that high quality leadership and management is key to maintaining an appropriate culture and ethos which facilitates high quality learning. Leadership at all levels will be nurtured and enhanced through shared opportunities: for research, training, mentoring, academy placements and coaching. Trustees, Governors, Headteachers, Senior Leaders and the Executive Leadership team are each on personal and collective journeys to excellence. The Trust is led through a co-leadership model encouraging engagement from all. The Trust also provides opportunities for formal leadership training leading to academic qualifications.
5. **Value and supporting outstanding teaching by encouraging and supporting the continual professional learning of all staff.**
The Trust is an inclusive learning community and encourages all staff to be both teachers and learners whatever their role in their academy. Every adult in our academies has an important role to play in our pupils' learning, whether it is at reception, in the dining hall, in the corridors or in the classroom.

All staff are encouraged to engage in reflective practice and plan their own personal learning journey. The Trust supports apprentices and interns as a strategy to attract new dynamic individuals; we provide Initial Teacher Training through the University, our own SCITT and our own School Direct programme operating within and across our academies, providing opportunities for enthusiastic individuals to get into teaching. We provide an ongoing professional journey for all staff through coaching, academy placements, school to school support and training opportunities, leading to fast track leadership opportunities.
6. **Develop local learning communities where parents and carers are valued and encouraged to engage in the learning community.**
The Trust supports the University's goal to be an inspirational agent for social, cultural and economic regeneration. We believe in the power of education to transform life chances for individuals and communities. In order to further this aim the Trust will focus our recruitment of schools in areas that are in need of regeneration for example, Whitehill and Bordon as well as the coastal strip. Our academies will not only engage with their own pupils but with parents and the community. Each academy's local governing body will play an important role in ensuring our Trust meets the needs of the local communities they serve.
7. **Embrace opportunities presented by the new educational landscape in a way that is coherent with our values and strategic direction.**
The period to 2025 is widely anticipated as a period of significant change for education. The government is proposing a continued development of academy status, increasing links between Universities and schools, a stronger focus on disadvantaged areas and a determination to improve social mobility and to minimise the negative impact of the COVID-19 pandemic. We will draw upon our educational heritage, leading and participating in system development and school-based teacher training. We have established ourselves as a NPQ and ITT Training provider and will provide professional development and academy improvement support beyond our own academies. We will support other Trusts by providing peer mentoring and access to training and opportunities at a regional and national level.

Trustees' Report
For the year ended 31 August 2020

8. **Generate levels of surplus, sufficient to secure sustainability and create funds to invest in our academies to support the delivery of our Vision.**

The University worked closely with the central Trust staff during its first two years to support its establishment. The Trust will operate within a clear financial strategy and manage its finances prudently to ensure that it is in a position to fund strategic development in academy facilities, innovations in processes and systems and exciting curriculum opportunities for pupils.

9. **Achieve a shared sense of mission and belonging across our community of academies, so that the vision is owned by the whole Trust and understood by our partners.**

The entire Trust and its sponsor the University, will work together in order to ensure our strategy becomes the shared vision of our learning community and is coherent with the vision of the University. Our staff body, both teaching and professional services, is our most important asset in delivering an excellent education for our pupils and we commit to leading, managing and investing in them in a manner that reflects this outlook.

In order to deliver the aims there are a number of objectives which have work programmes associated with them. The objectives are grouped into work programmes in the following areas:

- Strategic Development and Governance.
- School Improvement and School Effectiveness.
- Human Resources
- Finance
- Premises.

The key objectives for the following work programmes are:

Strategic Development and Governance:

To develop outstanding governance processes and procedures through well targeted recruitment, effective training and support, and clear lines of delegation and accountability measures.

To ensure that the Board and the Local Governing Bodies are competent, well informed, delivering accountabilities efficiently, adding value to the leadership of the Trust and its academies.

School Improvement and School Effectiveness

To ensure that outcomes across the Trust improve further, especially for disadvantaged pupils and the most able including the most able disadvantaged.

To continue to develop our effective improvement processes and strategies with demonstrable impact in Academies in both core subjects and in the wider curriculum.

To develop the reputation of the Trust for innovation and excellence in teaching and learning.

To ensure support and challenge to academies enables them to provide pupils with a broad balanced and engaging curriculum which fosters a love of learning and ensures all pupils make appropriate progress.

To maximise the opportunities provided by the partnership with the University in order to raise aspirations and bring additional benefits to pupils which they might not otherwise have.

Trustees' Report
For the year ended 31 August 2020

Human Resources

To provide a professional and cost-effective HR service with a focus on organisational development, resourcing, performance and reward, employee relations and engagement to deliver a positive impact on an academy's Journey to Excellence Plan and that supports the strategic aims of the Trust.

To provide a suite of policies and procedures which ensure that schools understand their statutory duties and support the Trust to be seen as an employer of choice in their local areas.

To provide a single efficient and effective HR and payroll system which ensures equity and access for all employees and supports schools to meet their statutory responsibilities and to deliver national requirements such as the School Workforce Census.

Finance

To deliver the Financial Strategy and to work collaboratively to ensure that the Trust becomes financially viable.

To develop secure financial processes and procedures to ensure money is well spent and improves children's experience and outcomes.

Premises

To ensure that all Trust academies are safe, well managed and appropriate learning environments

To seek or provide funding for all major high-risk premises issues and ensure that any construction projects are well managed and delivered with appropriate attention to the health and safety of the children in the school.

To liaise with project and construction partners of all major new build programmes of work to secure the best environment to meet the learning needs of the children in the school.

Trustees' Report
For the year ended 31 August 2020

Public Benefit

The Trustees have complied with their duty to have due regard to the guidance on Public Benefit published by the Charity Commission in exercising their powers and duties. The activities undertaken to further the Trust's purpose for delivery of Public Benefit have been particularly strong this year when they have gone beyond their normal business operations due to the wider community and system needs in the context of the COVID-19 pandemic. This year public benefit activities have included the following:

- Enhancing school standards and effectiveness by developing effective improvement processes and strategies with demonstrable impact in academies and on the quality of education they provide.
- Improving an ex-special measures school to achieve a good Ofsted inspection.
- Supporting work across the wider Academy system by providing materials support and guidance to other Academy Trust leaders
- Providing NPQ programmes for schools across the South East of England to improve leadership in schools beyond the Trust to include middle leadership, senior leadership and headship
- Using expert practitioners in the Trust to support each other and to support schools beyond the Trust and across their Local Authority as specialist teachers, moderators and network leaders.
- Developing effective governance processes and procedures ensuring that schools meet the needs of the communities that they serve through developing high quality information and support, clear lines of delegation and accountability
- Providing support and fully engaging with the Portsmouth Education Partnership whose aims are to raise standards and improve the quality of education across all schools in Portsmouth
- Working as part of the West Sussex MAT Alliance to share good practice and provide mutual support as well as working productively with the Local Authority
- Providing core training on Safeguarding to all staff in our Academies and providing a rigorous visitors policy to ensure our schools are safe places which has been enhanced with infection control measures during COVID-19
- Providing childcare for the children of key workers and for vulnerable children during lockdown 1 and also providing childcare for children in other schools during Bank Holidays and the Easter break
- Providing an Employee Assistance Package to support the wellbeing of all our staff and their families
- Provide access to a helpline and website to support the wellbeing of all of our parents during the pandemic
- Providing access to food and support for vulnerable families during lockdown with some schools running food banks where there is a need
- Making visors for health workers using the state-of-the-art equipment in our secondary school
- Providing a lifeline for vulnerable families during lockdown periods and engaging with multi-agency workers to secure the help that they need

During the COVID-19 pandemic the Trust has worked consistently and with considerable generosity supporting families and communities and also other schools both in the maintained and in the academy sector, sharing its Risk Assessment and its HR materials and providing advice and guidance to other leaders as needed. The Department for Education (DfE) presented the Trust as an example of good practice to Baroness Berridge, the Parliamentary Under Secretary of State for the School System, for its Public Benefit activities during this time.

STRATEGIC REPORT

Achievements and Performance (including key performance indicators)

Context and characteristics

The University of Chichester Academy Trust was established in 2013 by its sponsor the University of Chichester in response to its desire to use its expertise to support the developing school-based landscape and its strongly held belief that education can and does transform society. The Trust forms part of the University's strategy for social mobility transforming life chances through education and the regeneration of local communities.

The Trust was initiated by its sponsor in 2012 and then was incorporated as an independent charitable body in 2013 just before it took on its first school. The Trust adopted many of the values and moral purpose of the University striving to work with schools where it could make a difference to the lives of children and young people.

The Trust is recognised locally for its work and has had many requests from schools interested in joining the group. Following an analysis of its capacity and resourcing the Trust agreed not to set a specific growth target this year but agreed to only accept new academies if there was a strategic reason to do so. Trustees also agreed clear criteria for growth which included targeting identified geographical areas with a focus on increasing the number of schools in Bordon and also on rationalising the school group to improve levels of support for individual schools. Following extensive consultation one of the early adopter schools which had been supported by the Trust to improve from a 'Special Measures' school to a good school with many outstanding features was transferred to another Trust. The school was now a great success but was an outlier geographically for the Trust and thus for it to progress further and become a system leader it needed to move to a Trust with schools in its locality. The transfer was successfully completed and the headteacher became an Executive Headteacher of three schools in the locality and in this way we had a positive impact beyond our Trust and facilitated an opportunity for this school to grow further.

Targeted and strategic growth within our schools and in identified geographical target areas to ensure balance and sustainability has been the focus of this year's growth programme. We have opened two new school buildings both of which have enabled significant in-school growth.

Oakmoor School in Bordon has moved site from a very poor run-down building to a beautiful state of the art building on a new site. This work has been enabled by a partnership with both Hampshire County Council and East Hants District Council and was also supported by an investment from the DfE. A State of the Art Secondary School has been a key strategy in the regeneration of Whitehill and Bordon and is providing additional secondary school places for the area. We have moved site and thus there is a disposal in the accounts to reflect this. We have also welcomed Weyford Nursery and Primary School in Bordon to the Academy Trust. This school is a feeder primary for Oakmoor School and is part of our strategic growth plan for the Bordon area.

Arundel Court Primary Academy has also been rebuilt on another part of its own site. This has been funded as part of the DfE's Priority School Building Programme (PSBP2). The children have moved into the new building although due to COVID-19 and other issues the demolition of the old building has been delayed. The acquisition of this new building will also appear in the accounts for the school. As part of this programme the school has the capacity for a further fifteen children in each year group.

Trustees' Report
For the year ended 31 August 2020

Strategic Development and Governance

The Governance of the Trust is strong. The Trust Board contains highly skilled and committed individuals who provide robust challenge to the executive leadership. All Trustees have contributed to the development of the Trust through attendance at Board and committee meetings and forensic analysis of papers and presentation materials. Detailed analysis of budgets and school results on a school by school basis has been undertaken in the committees who have reported to the Board on a termly basis. Individual Trustees have shared their expertise with the Executive team and provided advice, support and challenge on: financial strategy; individual school budgets; strategic planning; and capital developments.

The Trustees delegate specific responsibilities to the Local Governing Bodies. The scope of this delegation is contained in the Scheme of Delegation and the specifics of delegation to each Governing Body are contained in the annual delegation profile for each individual school. There is a programme of support for each Local Governing Body which includes : an induction programme for new governing Bodies; networking and training events on key delegated functions; a differentiated delegation profile provided for each governing body depending on their skills and experience; an annual review of the delegations and a new delegation profile issued for the next academic year reflecting revised levels of delegation and agreeing the revised levels of support provided.

This year we have developed an annual planner for Local Governing Bodies (LGB's) and have developed a common structure of meetings with ten meetings held every year at broadly monthly intervals. All of the meetings have a set agenda to increase consistency although they can be customised by the individual academy to meet local need. The COVID-19 Pandemic has resulted in our Board and Committee meetings being held on line. All agendas have been covered fully and the meetings have been well attended. Remote meetings have enabled full engagement and strong governance to be maintained during the COVID-19 pandemic. Connectivity between the central team and the local governors has been enhanced and clerking has been provided remotely when required. We will reflect on the benefits of remote meetings and the issues they raise when planning for the post COVID governance model

Our Key Performance Indicators are:

- Board meetings provide effective challenge and support on both standards and financial matters and are well managed
- Trustees' attendance and engagement is at least 80%
- LGB practice demonstrates improved performance across the Trust
- All academies operate within statutory guidelines and are compliant

School Improvement and Effectiveness

There is a strong school improvement model in the Trust which is supported by both the Institute of Education, Health and Social Sciences in the University and external advisers (Academy Improvement Partners) drawn from current and recent inspectors, National Leaders of Education or school improvement backgrounds and selected because their experience fits the needs of the school. In addition, the Trust partly funds two University posts that enable School Improvement Specialists to work closely with our school leaders. The School Improvement and Effectiveness work of the Trust is overseen by the Director of Standards and Effectiveness.

The programme of work has included the development of an annual plan of activities covering all of the areas of school effectiveness, including safeguarding procedures, in the context of the Trust's strategic aims. This has been informed by robust analysis of data and outcomes for all pupil groups, clear evaluation of priorities and focus areas, target setting and the creation of a plan to deliver ambitious targets set out in each school's Journey to Excellence Plan. Until March 2020, the plans in all of our schools were being delivered and supported by the Academy Improvement Partner (AIP) and our School Improvement Specialists.

Trustees' Report
For the year ended 31 August 2020

The main developments this year have been increasingly using the capacity within our improved schools to provide and lead school improvement activities across the Trust and the development of more Trust-wide school improvement projects, for example to improve the teaching of early reading. Alongside this has been a move to use our school improvement capacity to facilitate collaboration between professionals in our schools in order to increase the reach of our specialists. This has enabled us to scale up provision as the Trust has grown without additional cost. As a result we have provided centrally facilitated and peer-led network events focusing on reading, writing, mathematics, Early Years, assessment, Special Educational Needs and Disabilities, librarians and Year 6 Teachers as well as a Teachers as Readers group.

Building on the success of our Trust Conference in January 2018, we held a common In-service Training Day across all of our schools in November 2019. This enabled groups of teachers and professional services staff to come together in 15 workshops run by University staff and our own leaders in 8 different schools. This common in-service day was well received and as well as providing quality in-service training for staff in all roles in our academies it has also added to Trust identity and collaboration. We have agreed to continue with a Trust In-Service day as an annual event.

The reporting of standards to the Trust Board continues to develop and Trustees are better placed than ever to provide challenge to leaders. The reporting processes developed in 2018-19 whereby Local Governing Bodies are presented with a set of data accompanied by areas on which to challenge school leaders, worked well for the Autumn Term data collection. As a result our strong accountability systems are further strengthened and our teachers' assessments of pupils are used throughout the system to improve teaching and learning, performance management, accountability and enable us to sharply focus resources where they are needed most. When schools were limited to opening for vulnerable children and children of key workers, these processes were put on hold. The Curriculum and Standards Committee instead scrutinised the curricular and safeguarding element of schools' Risk Assessment and Opening Plans as well as arrangements for remote learning which school leaders put in place.

What Ofsted says about School Improvement and Effectiveness:

Only one school was inspected in this period, Kingsham Primary School in January 2020. This was the Trust's first inspection under the new Education Inspection Framework. The school, which had joined the Trust in Special Measures before improving to Requires Improvement in September 2017, was judged Good in every category during the Section 5 inspection.

Inspectors noted:

- The Trust is highly ambitious for the school. Trust leaders know the school's strengths and weaknesses. Staff value the training they receive from the trust and are appreciative of the wellbeing group
- Leaders are ambitious for all pupils and have a clear vision to improve standards.
- The quality of education has improved since the last inspection. Planning in reading, writing and mathematics is now strong.
- Leaders have made reading a priority since the last inspection and this is having a positive impact on all areas of pupils learning.
- Pupils' behaviour has improved since the last inspection
- Attendance since the last inspection has improved.

Performance of Academies

Our Key Performance Indicators arise primarily from outcomes of national tests which were cancelled in 2019-20. Therefore there are fewer areas to report on this year with an absence of benchmark data. Assessments were undertaken on all children in the Trust in the Autumn Term and were reported to the Trust's Curriculum and Standards Committee for scrutiny, however there is no way of making a meaningful comparison between

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Trustees' Report
For the year ended 31 August 2020

these figures and national benchmarks. At secondary age where GCSE grades were awarded, these are not to be used for accountability purposes.

Our Key Performance Indicators are:

- Progress is judged at least good in self-evaluation endorsed by the Academy Improvement Partner and in inspection.
- Standards of achievement improve overall and in individual academies so that all academies are at least above the median for their benchmark group in FFT Aspire and moving closer towards the 20th percentile. (Long term objective is the 5th percentile) Attendance is above national average and rising
- Persistent absence is below national average and falling

More detailed Performance Indicators include:

KEY PERFORMANCE INDICATOR FOR SCHOOL IMPROVEMENT	METRIC AVAILABLE IN 2019-20?
End of Key Stage progress measures are improving (three-year trend for KS2); P8 KS4	No data available
Attainment improves overall and in individual academies (three-year trend for each subject at end of KS1)	No data available
Phonics outcomes at the end of KS1 are improving or above national	No data available
Schools are above the median for the benchmark group (RWM using FFT 50 th ile) and moving closer to the 20 th ile)	No data available
Quality of Education/Teaching and Learning is at least good in self-assessment or last inspection if within 3 years	100% with external verification in one school (Kingsham Section 5 Inspection, January 2020)
Ofsted judges the school's effectiveness as at least good at their last inspection	The school inspected during this period moved from RI to Good for overall effectiveness.
Attendance is above national average or rising	No national benchmark available, however attendance in all bar 3 schools in the Autumn Term 2019 was above the national average attendance for 2018-19. Each of the three schools below were within 1% of the national for the previous year. Attendance in all our schools during the Covid-19 partial closures was consistently above the national average.
Persistent absence is below national average or reducing	No meaningful data available
All academies comply with all safeguarding requirements and Ofsted confirms safeguarding is effective in all academies inspected	100%

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Trustees' Report
For the year ended 31 August 2020

Current and historic Ofsted ratings

NAME	JOINED	LAST INSPECTION	GRADE ON JOINING	LAST INSPECTION GRADES					
				OUTCOMES	TEACHING AND ASSESSMENT	BEHAVIOUR, WELFARE, PERSONAL DEVELOPMENT	LEADERSHIP AND MGMT	EYFS	OVERALL EFFECTIVENESS
Arundel Court Primary	May 2017	Jun 2015	2	2	2	1	2	1	2
Berewood Primary	Sep 2014	Jul 2017	New	2	2	2	1	2	2
Bordon Junior	Sep 2018	Oct 2016	3	3	3	2	3		3
Court Lane Infant	Sep 2016	Nov 2019 (Section 8)	2	2	2	2	2	2	2
Court Lane Junior	Sep 2016	Dec 2018	3	2	2	2	2		2
Fernhurst Primary	Sep 2014	Jul 2017	3	2	2	2	2	2	2
Flying Bull Primary	Apr 2014	Feb 2017 (Section 8)	2	2	2	2	2	2	2
Frogmore Junior	Sep 2013	Oct 2018	4	2	2	2	2	2	2
Highbury Primary	Jul 2017	Nov 2012	2	2	2	2	2	2	2
Kingsham Primary	Sep 2014	Jan 2020 (EIF Section 5)	4	2	2	2	2	2	2
Langstone Infant	Oct 2017	Dec 2013	2	2	2	2	2	2	2
Langstone Junior	Oct 2017	Mar 2013	2	2	2	2	2		2
Stamshaw Infant	Apr 2019	Nov 2018 (Section 8)	2	2	2	2	2	2	2
Stamshaw Junior	Apr 2019	New School	3						
Mill Chase Secondary	Sep 2013	Oct 2016	4	2	2	2	2		2

In response to the provision of education during the Covid-19 outbreak, we have the following additional data:

- All our schools provided children who were not attending with daily structured remote learning packages and teacher feedback and individual telephone calls to check on progress and wellbeing.
- The curriculum offer ranged from 5-3 hours of material daily, dependent on age.
- Leaders reported high levels of parental engagement in most schools from March through to July.
- All our schools had effective safeguarding arrangements in place throughout the period of partial closure with Trust-wide contingencies in place but not required.
- All our schools were brought onto a common digital platform during the outbreak and were able to use this, or alternatives, to provide digital content and feedback to children. Every school was able to provide paper-based material where families did not have access to the internet or sufficient suitable devices. Access to suitable devices varied from school-to-school from 90% access at one end to 25% at the other. Most schools estimated 75% of families had suitable access.
- Our risk assessment and opening plans included sections on curriculum to ensure leaders were challenged to provide a worthwhile curriculum both for children attending and those using the remote provision. This included the Trust-wide development of a Rebuild Curriculum.

Trustees' Report
For the year ended 31 August 2020

Human Resources

Human Resource (HR) provision is robust across the Trust with the small central HR team having built a strong working relationship with the Headteachers and staff within the academies to ensure HR practices are not merely compliant, but effectively support the vision and values of the organisation. Support is given to ensure the organisational structure and staffing model contribute to the school's Journey to Excellence plans and supports an environment which optimises opportunities for pupils and students learning and development.

The Trust has a comprehensive suite of policies and procedures which are available electronically for schools and are used by all of the schools.

To create efficiencies for the Trust and its academies in a range of HR activity, the Trust invested in an integrated HR Information System (HRIS). This system is also integrated with payroll software, and through this development the Trust's payroll was outsourced, with the payroll bureau service being a division of the HRIS provider. In April 2020 the Trust moved to the new HRIS platform with its software provider, designed for the education sector. In May 2020 the new system enabled pension administration of LGPS and TPS to be completed by the payroll bureau service, minimising the risk on the reliance and expertise required of a small central HR team. The transfer to this system was well underway before the COVID pandemic had an impact on our schools and was completed by a staff team who were working from home during the first lockdown. This was delivered highly effectively despite the challenges due to the high quality of staff who undertook the work both in the central team and in our academies. The system is now established and is bringing many benefits to academies and the Trust more widely.

The Trust has developed a five-year people strategy with its primary objective being to develop the Trust as an employer of choice in the communities we serve. This has been a significant piece of work and has been particularly successful with exceptional applicants for the 2 headteacher vacancies, all of whom applied due to the academy being part of the Trust. There were no teaching vacancies in our schools on 1 September 2020. The development of a 'grow your own' strategy has seen two senior leaders appointed to headship and is also supported by our NPQ programme, engagement with the University ITT programme and with our own School Direct programme. There is increasing use of the facilities within the policy for secondments, staff transfers and for the appointment of senior leaders and Trust Leaders in Education which have all been used to the benefit of both individuals and of schools.

We have also enhanced our leadership development programme this year with the introduction of the NPQ suite of training. Our expert practitioners act as facilitators on these programmes which provides them with professional development opportunities and our staff also have the opportunity to attend the courses alongside staff from the other schools in the locality. Last year there were 11 on NPQH, 22 on NPQSL and 23 on NPQML. As well as the NPQ training programme we also continue to provide our annual leadership conference and our leadership network as well as a programme of secondments and support for our leaders.

The development of the knowledge and understanding of HR within our academies, has been a key programme of work across the Trust and in individual schools. The central team provide an induction and training package for new academies, hold regular HR network meetings, workshops and offer a helpline service for advice and guidance. A Board member is an HR professional to ensure robust scrutiny of HR matters.

Two of our Headteachers retired in 2019 and we took on one school without a headteacher in post which required us to appoint three new headteachers. We had an excellent field for these posts and have appointed three high quality leaders who have settled quickly into their posts.

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Trustees' Report
For the year ended 31 August 2020

Our Key Performance Indicators are:

- Staffing costs are below 80% in each school
- Absenteeism is below national average in each school
- The proportion of teaching that is routinely good or better is improving and there is no inadequate teaching
- Leadership and management is at least good in every academy with an increasing proportion of outstanding practice

These have been met although the measures of absenteeism during the pandemic is no longer appropriate have been about the spread of infection and self-isolation.

Finance

Strategic financial management within the Trust is strong. A small, experienced and highly qualified central Finance team is supported by experienced Business Managers in each school.

The central Finance team work closely with schools to ensure that the requirements of the Academies Financial Handbook, the Charity SORP and the Trust's own financial procedures and expectations are met. Each academy governing body has dedicated Finance and Resources meetings, part of the LGB, which manages and monitors the budget and scrutinises the finances of each individual academy. The Board's Finance and Audit Committee gives strategic direction on budget priorities, scrutinises and approves individual school budgets, and scrutinises the Management Accounts of each school. All Trustees review the monthly Management Accounts for every school. The central team provide intensive induction and training for each new school in the first term combined with ongoing training, support and a Helpdesk for all schools thereafter.

The Trust has a Financial Strategy, which identifies strategic aims for the central Trust and its schools in order to deliver the best allocation of resources to facilitate the best outcomes for children. The financial strategy is driven and monitored by the Finance and Audit committee at each of their meetings. The scrutiny and challenge by the Finance and Audit Committee and their attention to detail has been a strength of the Trust Board's interventions. The Board has concluded that the Financial Strategy has delivered on its main aims and will be re-shaped to continue the drive towards financial sustainability in every school but also to support the delivery of the Vision and the Strategic Aims.

The most significant development this year has been in the way that Business Managers and the central Finance Team have worked together by taking part in weekly online meetings to ensure that the critical financial processes continued to work effectively and to offer guidance and support to one another during a challenging year.

Our Key Performance Indicators are:

- There are no high-level compliance issues identified by the internal audit
- Academies have three-year financial plans which break even each year
- Academies operate within their in-year budgets
- Academies submit management accounts to an agreed timetable
- Total pupil numbers or PAN are increasing

These have been met apart from those schools operating within authorised budget deficits.

Trustees' Report
For the year ended 31 August 2020

Financial Review

We have strengthened the financial position of the Trust further during the year despite incurring some additional costs as a result of Covid 19 and have successfully delivered the Financial Strategy. We regret that some of this success has been a result of not having all pupils in our schools for a significant part of the year and, whilst we have continued to fund our staff to deliver remote support and learning we have not been able to invest in the curriculum and some aspects of support for individual children whilst lockdown was in operation. We incurred additional costs of £78k in making schools Covid secure but none of the expenditure qualified for the grant to cover exceptional Covid 19 costs. Planned expenditure of a further £170k did not take place as a result of the partial closure of schools; this was mainly replacement staffing costs and catering expenditure. We are mindful of our public benefit purpose and are committed to ensuring that in 2020-21 the COVID related surpluses from this year are used for the benefit of the children to fund the extra staffing, cleaning and remote learning costs that we will incur in 2020-21. We participated in the Covid Summer Food Fund and our schools have delivered free school meals and vouchers to all those eligible. We have continued to pay all our staff and suppliers, in line with PPN 02/20 and 04/20, throughout the year. We worked closely with our suppliers and local authorities in order to ensure that the services that our schools rely on were able to survive lockdown in order to be able to offer continuity of provision in the future.

We did not take on any new schools during the year, but we worked closely with the three schools that had joined us in 2018-19 in order to induct and support them into the Trust. We also moved into two new school buildings and supported one school which was subject to a case of significant vandalism in its Nursery. We will be taking on a new primary school in the Bordon area in November 2020 as part of our strategic growth plan.

We reported last year on how Frogmore Junior School, the first school to join our Trust in September 2013, had been provided with an opportunity to become a system leader in its local community. We felt that this was a testament to its strength and to the transformation of the school under our stewardship. Frogmore Junior School left our Trust to join GLF on 1 October 2019. This transfer is reflected in the financial statements this year.

The financial strategy continued to drive our financial management of the schools during the year and this was reflected in our key performance indicators which are monitored regularly by the Finance and Audit Committee and all Trustees. We increased pupil numbers, reduced costs, generated additional income and developed a model of shared support across our school Business Managers. We also recruited a School Business Partner into the central finance team whose role is to support and quality-assure the financial management, reporting and compliance in each school.

We have carried out capital programmes at Kingsham Primary School (Library/medical room refurbishment and fencing), Stamshaw Junior School (roofing works and library refurbishment). Our two new schools for Oakmoor and Arundel Court were completed in October 19 and February 20 respectively. These new schools provide enhanced facilities for our children although some snagging issues remain with Arundel Court. As this is an ESFA funded project we are liaising with them in order to get the issues rectified.

Pupil numbers have continued to grow, and we have been especially pleased with the growth in our secondary school in Bordon. We were pleased that the ESFA supported our request in 2018-19 for a different funding model for our secondary school in Bordon, to fund the school using in-year adjustments to funding based on actual pupil numbers, and this has now been confirmed through to 2020-21. This will mean that the school can support its community and play a full part in the regeneration of the former garrison town of Bordon.

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Trustees' Report
For the year ended 31 August 2020

Overall, our schools delivered better than budget by more than £600k. The Trustees were pleased to have strengthened the financial position of the Trust but regret that some of this has been at the expense of children's' education during the lockdown. As mentioned elsewhere, this will be addressed with a catch-up programme and support for remote learning using some reserves from 2019-20.

The Trust made an overall surplus, before pension scheme actuarial losses, of £16,913,000 for the year made up of the following surpluses/ (deficits) on individual funds:

	£
Unrestricted funds	210,000
Restricted General funds	(951,000)
Restricted Fixed Asset Funds	17,654,000
Total surplus	<u>16,913,000</u>

The surplus on restricted fixed asset funds is largely the value of the fixed assets from the two new schools, Oakmoor and Arundel Court, and a revision of the valuation of Stamshaw Infant School Stamshaw Junior School and Bordon Junior School as noted in Note 17.

The overall deficit on Restricted General funds represents the total results for the year in each of our academies and the central trust together with movements on the pension funds as follows:

	£
Academy and central trust restricted fund results for the year	470,000
Transfer from unrestricted and fixed asset funds	(27,000)
Pension fund movements	(3,146,000)
Movement in Restricted Funds	<u>(2,703,000)</u>

The financial results for the year should be interpreted alongside the achievements in delivering the Financial Strategy, the principal objective of which is to deliver financial sustainability in order that we can continue to deliver a high-quality education to our children.

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Trustees' Report
For the year ended 31 August 2020

The following table illustrates the operating surplus from the academy trust during the year, as distinct from the overall movement in funds:

	2020 £'000	2019 £'000
Total income	62,822	32,620
Total expenditure	-45,909	-28,645
Net income/expenditure per financial statements	16,913	3,975
Actuarial losses on LGPS pension scheme	-1,725	-2,673
Net movement in funds per financial statements	15,188	1,302
Add back (deduct) LGPS pension scheme actuarial losses (gains)	1,725	2,673
Add back LGPS pension scheme service charges (less ERs contributions)	1,480	1,310
Add back LGPS pension scheme net interest	155	111
Add back (deduct) LGPS deficit transferred in/(out)	-214	853
Add back depreciation	3,214	2,230
Add back loss/profit on disposal of fixed assets	10,434	-
Add back buildings transferred out	4,176	-
Less capital grant income	-886	-1,315
Less donation of land and buildings	-34,592	-
Less assets/surplus on conversion/joining from another trust	-	-6,355
Operational surplus (excluding transfers between funds)	680	809
Add transfer (to)/from capital funds	-188	7
Net movement in unrestricted and restricted income funds	492	816

Reserves Policy

The Trustees have considered the purposes for which the Trust needs to hold reserves. They believe that sufficient funds need to be held to enable the Trust and its academies to manage their day-to-day operations and to meet their liabilities as they fall due.

The Trustees believe that the level of free reserves should be sufficient to:

- Enable the academies to manage their central day-to-day operations and balance their in-year budgets over a three-year period.
- Provide sufficient working capital to enable the Trust to manage its central day-to-day operations and repay its loan obligations.
- Enable reserves to be utilised for investment purposes across the Trust

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Trustees' Report
For the year ended 31 August 2020

The Trustees recognise that some of the increase in reserves has been a result of most pupils not being in school for part of the year and they are committed to putting some of that money back into children's education next year. However, Trustees also recognise that the Trust needs to build its reserves in order to invest in high-quality education across all our schools. In recognition of these competing challenges, Trustees have maintained a target of increasing reserves in the longer term by continuing to allow reserves of up to 3 month's expenditure to continue to be held. The level of reserves to meet total academy requirements has been set by the Trustees as being between 2 weeks and 12 weeks' worth of academy expenditure.

The level of free reserves, represented by Restricted and Unrestricted General Fund reserves was £1,612k at 31 August 2020. However, the Trustees believe that the University is in effect providing a capital reserve through their long-term loan of £221k and therefore the effective free reserves total is £1,833k which is 3.4 weeks' worth of expenditure. The Trustees consider this to be acceptable but will continue to implement the financial strategy to deliver a sustainable financial position and increase reserves back up to two months' expenditure or more.

This reserves policy is reviewed by the Trustees at least annually.

At 31 August 2020 the total funds comprised:

	£'000s
Unrestricted	1,980
Restricted fixed asset funds	90,547
Restricted general funds:	
GAG and other grant income	(368)
Pension reserve	(12,094)
	<hr/>
Total reserves	80,065

The deficit on the pension reserve relates to the non-teaching staff LGPS pension scheme where, unlike the teachers' scheme, separate assets are held to fund future liabilities as discussed in note 28. The deficit can be met in the longer term from any combination of increased employer or employee contributions, increased government funding or changes to scheme benefits. The restricted funds will be spent in accordance with the terms of the particular funds. Unrestricted funds are for use on the general purposes of the academy, at the discretion of the Trustees.

Investment Policy

The Trust does not hold any investments, but it does hold cash balances inherited from the Local Authority from its schools. These are held in current accounts with NatWest bank in the name of the Trust. Trustees have considered during the year the small financial risk of holding cash balances in excess of £85,000 in these accounts and have concluded that the risk is small. At the end of the year, fifteen of our bank accounts held balances in excess of £85,000.

Going Concern

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future and for at least 12 months from the date that these financial statements are authorised for issue. 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.

Trustees' Report
For the year ended 31 August 2020

Promoting the success of the Trust

This has been a highly successful year for the Academy Trust. It has been a year of two halves. The first half of the year, before the pandemic was successful with a positive inspection of Kingsham Primary making it the third 'Special Measures' school the Trust had supported to achieve a 'Good' inspection grade. Schools were making a good progress on their Journey to Excellence plans and new headteachers were settling well into their new role. Two schools moved into their new buildings and there was much positive publicity about the Trust in the local news and in local communities. The CEO was also recognised for her work receiving an MBE in the New Year's Honours List for her 'outstanding contribution to education'.

During the second half of the year the COVID-19 pandemic had a significant impact on the work of the Trust. Initially schools were asked to remain open and then the country went into its first lockdown and schools were closed to all but the children of key workers and to vulnerable children. The Trust enacted its critical incident plan and much of its work moved on line. The schools developed new models of teaching and support and there was a rapid enhancement of digital activity. The group of Headteachers and executive directors worked tirelessly together as a single Leadership Team to manage the everchanging situation. In line with the vision and values of the Trust priorities were produced to frame each phase of the developing programme and a strong focus on communication, collaboration, care and connectivity was used to drive our work. Our academies were celebrated by their local communities for the attention and care provided as they delivered food to needy families, checked in and provided support for vulnerable individuals and ensured that children and parents were supported to continue with the education process.

The Trust was presented by the RSC to Baroness Berridge for its exceptional management of the COVID pandemic the contribution the academies made to their local communities and their open and supportive approach to other schools Trusts during the period.

Trustees act first and foremost in the best interests of the children in our schools, and the strategic aims, and in accordance with the seven principles of public life (Nolan). Trustees promoted the Trust through their engagement with stakeholders, including the University, the Regional Schools Commissioner, Local Authorities, Livery Companies and Members of Parliament, and through their involvement in local and regional communities.

Principal Risks and Uncertainties

The Trustees have an overarching risk register. Trustees review the risks to which the Trust is exposed at every Board meeting. A risk policy is in place and procedures exist to identify and manage risks. At the end of the year, following updated guidance from the ESFA, the Board undertook a review of risk in order to focus more on strategic risks and less on operational risks. Trustees decided that in order to give the management of risk greater consideration the two sub-committees should look at this item in each of their meetings before bringing to the Board. This is still work in progress. The principal strategic risks currently facing the Trust are:

- Impact of the COVID-19 pandemic on the ability to deliver a full curriculum, keep staff and children safe, and maintain staffing levels.
- Failure to deliver the Trust vision and its strategic aims, including falling standards, failure to engage and inspire children's learning and development and failure to embrace new opportunities presented by the new educational landscape due to attention paid to the COVID -19 pandemic.
- Compliance failures including cyber security, health and safety, equality legislation and data protection
- Financial risks from changes to Government policy on school funding and local demographics
- Risk of losing our system leadership access as a result of staffing or political changes to the education landscape.

Trustees' Report
For the year ended 31 August 2020

We continue to work closely with all our schools to help them to identify their own risks and we have signed up to the RPA portal and several RPA webinars to help with this.

During the year additional supplementary Risk Registers were produced for each of the academies in relation to the COVID-19 pandemic. These risk assessments were in relation to infection control and to enabling young people to return to school as safely as possible within national requirements. A core template was produced by members of the leadership team building on the DfE guidance, trade union advice, and public health information. An initial Risk Assessment was produced in June for each school customising the core template in preparation for partial return of approved year groups. The Risk assessment was reviewed and adapted to prepare for a full return in September. This dynamic Risk Assessment process continues to be used and developed. The Risk Assessment templates have been shared and have been used by other schools beyond the Trust.

The Trustees accept that managed risk is an inevitable part of the Trust's operations. They believe they have an appetite for risk that enables them to embrace new opportunities if this does not involve running unacceptable levels of risk in any other area. They have also taken a very rigorous approach to the management of risk associated with COVID-19 and are proud of the attention that has been paid by the academies to mitigating these risks.

Fundraising

We do not fundraise at the central Trust level, but we bid for grants from the ESFA and the DfE, where we are eligible, and the grant supports our strategic objectives. We submitted a TCAF bid to further develop our curriculum and harness the power of technology for improved collaboration.

At the school level, a small amount of fundraising activity usually takes place, and this is largely run through the Parent Teacher Associations or the Friends of the School. Activities that take place include summer and Christmas fairs, cake and book sales. This was affected during the year as a result of Covid 19. In addition, schools did not generate the income from lettings, school trips and catering that they would do in a normal year. However, associated costs of these activities were also lower as a result.

We do not use professional fundraisers and we have had no complaints about our fundraising activities.

Trustees' Report
For the year ended 31 August 2020

Streamlined Energy and Carbon Reporting

We are a large company as determined by sections 465 and 466 of the Companies Act 2006 and we consumed more than 40,000 KWh of energy during the reporting period. UK greenhouse gas emissions and energy use were as follows:

UK Greenhouse gas emissions and energy use data for the period of 1 September 2019 to 31 August 2020	
Energy consumption used to calculate emissions (kWh)	3,866,239
Energy consumption used to calculate emissions (fuel litres)	2,240
Scope 1 emissions in metric tonnes CO₂e	
Gas consumption	484.22
Owned transport - mini buses	5.11
Total Scope 1	489.33
Scope 2 emissions in metric tonnes CO₂e	
Purchased electricity	286.77
Scope 3 emissions in metric tonnes CO₂e	
Business travel in employee owned vehicles	0.66
Total gross emissions in metric tonnes CO₂e	776.75
Intensity ratio Tonnes CO ₂ e per pupil	0.16

Quantification and reporting methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the Green House Gas Reporting Protocol - Corporate Standard and have used the 2020 UK Government's Conversion Factors for Company Reporting.

Intensity measurement

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

Measures taken to improve energy efficiency

We have solar panels in four of our schools and have installed smart meters across the majority of the Trust schools. We have increased video conferencing technology for staff meetings and training, to reduce the need for travel between schools and to encourage paperless meetings. We have recently made an application to the Public Sector Decarbonisation Scheme (PSDS) and the Public Sector Low Carbon Skills Fund with a view to investing in more energy efficient technologies across our Trust.

Trustees' Report
For the year ended 31 August 2020

Plans for Future Periods

Our strategic priorities for the period to 2025 are contained in our Strategic Plan and constitute Phase 4 of our Trusts development. This phase is focused on shared delivery and innovation. 2020/21 is the second year of phase 4 of the Trust Delivery Plan. In this phase the Trust is no longer focusing on targeting growth but is focusing on how we can make best use of our expertise and our collective will to not only drive improvements in individual schools but also to drive system improvements. The objective is to be greater than the sum of our parts and to use the expertise from our expert practitioners and excellent practice and from the expertise and research-rich community of the University to make a difference to education provision. There is also a stronger focus on growing school to school support in both School Improvement and Finance with practitioner led networks developing a rich collaborative learning culture across the Trust. Within the strategic plan we also have operational plans for delivery and set annual priorities. For next year those priorities have been impacted by COVID-19.

Our priorities for 2020/21 are:

Improve attainment and progress in reading, writing and mathematics, as well as the wider curriculum so every child, but particularly those from disadvantaged backgrounds, is ready to make the most of the next stage of their education.

- Ensure pupils affected by COVID-19 closures **catch up** with the knowledge and skills they require to progress well
- Ensure that all children are provided with high quality **remote learning** opportunities even if they are required to self-isolate during the pandemic
- Continue to review and develop **early reading programmes** engaging with parents to ensure disadvantaged children leave KS1 with the knowledge they need to progress rapidly
- Tailor in-school **English and mathematics support** to enable schools to meet the high expectations their leaders have set
- Develop support for the **wider curriculum** across the Trust including enhanced networking opportunities
- Roll out Peer Enquiry to focus on curriculum experience for **minority and disadvantaged groups**.
- **R-11 Curriculum** Project to be developed in Bordon
- Provide support for schools to develop approaches which promote **equality and celebrate diversity** in our curriculum.

Enhance our digital provision so it keeps ahead of changing demand and expectation

- Utilise digital methods to reduce workload and improve the rigour of systems and **consistency** across the Trust
- Facilitate and encourage digital **collaboration** across Trust schools and use social media to engage with parents
- Provide **infrastructure** which supports the delivery of aspirational and dynamic learning
- **Develop the skills** in our workforce so they can make best use of IT to deliver strategic goals across the Trust
- Secure better **value for money** wherever possible and support children facing digital disadvantage.
- Invest in **systems and training** to enhance awareness of **data protection** and **cyber security**.

Trustees' Report
For the year ended 31 August 2020

Ensure our leadership and governance remains robust and secure throughout lockdown and beyond building on the lessons learned during the Covid-19 pandemic

- Provide regular **LGB briefings** to ensure governors are fully engaged with Trust wide business and ensuring school **compliance**, including with Risk Assessments for COVID compliance.
- Provide weekly briefings for Headteachers and develop a **co-leadership** model in the Trust to ensure that we utilise the extensive skill set available to the benefit of all
- Develop **enhanced links** between Trustees and schools where this will add value
- Provide **Induction and support** for new headteachers and Chairs of Governors
- Continue to provide strong **leadership programmes** and NPQ training and prepare for new NPQ provision
- Continue to **engage with families** through electronic communication and support their wellbeing through initiatives such as Care First

Develop and support our staff, maintaining our focus on being an employer of choice supporting personal growth, professional learning as well as their health, safety and wellbeing

- Develop strong support for those in their **early career** (NQT, ECF) testing out strategies in preparation for national roll-out
- Maintain strong interface with ITT providers
- Review **performance review** processes across the Trust to ensure that they remain fit for purpose
- Provide **Care First** to support employee wellbeing
- Ensure strong **Risk assessment** processes are in place for all workplaces and that individual support is provided for the vulnerable
- Identify opportunities to use the **apprenticeship levy** account across the Trust for both new appointments and existing employees.
- Develop a Trust wide **Equality Diversity & Inclusion** Policy raising awareness, eliminating discrimination and disadvantage, and advancing equality of opportunity for all.

Maintain financial sustainability and utilise any available funds to support COVID Catch-Up, the development of our digital strategy, remote learning as well as considering opportunities to invest in new areas for collaboration and innovation.

- Develop **recovery plans** for schools in deficit to move them towards operating within their in-year budget
- Set a surplus budget for central Trust to **build reserves**
- Invest part of the surplus made in 2019/20 due to COVID to support **remote learning and catch-up**
- Invest in the development of a **creative, dynamic and relevant curriculum, leadership and development training and a digital strategy**, to deliver our vision and strategic aims.
- Develop **marketing strategies** to ensure that schools work towards meeting their PAN and thus have the funding they need to support quality teaching and learning.

Improve the quality of our learning environments in academies who need it the most, focusing on both condition needs and strategic needs to meet our Trust-wide aims and objectives and in the context of reducing our carbon footprint

- Continue to improve the **condition** of our academies
- Improve **sustainability** and **reduce carbon emissions** in our academies
- Complete **external works** and landscaping linked to new building programmes

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Trustees' Report
For the year ended 31 August 2020

Auditor

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.

Trustees' report, incorporating a strategic report, approved by order of the board of Trustees, as the company directors, on 10 December 2020 and signed on the board's behalf by



Professor Jane Longmore

Chair of Board

10 December 2020

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Governance Statement
For the year ended 31 August 2020

Scope of Responsibility

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

The board of Trustees has 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 are in accordance with the requirements and responsibilities assigned to it in the funding agreement between the University of Chichester Academy Trust and the Secretary of State for Education. They are also responsible for reporting to the board of Trustees any material weaknesses or breakdowns in internal control.

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

Governance

The information on governance included here supplements that described in the Trustees' Annual Report and in the Statement of Trustees' Responsibilities. The board of Trustees has formally met 6 times during the year. There were four scheduled meetings and two extraordinary meetings to discuss the financial situation and the impact of Covid-19 and to review the opening of schools in June. Attendance during the year at meetings of the board of Trustees was as follows:

	Meetings attended	Out of possible
Professor Jane Longmore	5	6
Sue Samson	6	6
Jill Cook	5	6
Michael Grant	5	6
Colin James	4	6
David Myers	5	6
Graham Olway	3	6
Alan Taylor-Bennett	6	6
James Martin	5	6
Sharon Menghini	4	6
Kevin Breen	4	4
Paul Hemmings	4	5

Helen Turner attends Board meetings in her capacity as Company Secretary.

Good Governance has been maintained through six Board Meetings, eight committee meetings and a number of working groups on specific issues such as Capital allocations and Trustee recruitment. There is also a strong scheme of delegation and delegation process to the fourteen Local Governing Bodies which has been subject to rigorous review and confirms Ofsted's views of governance in this Trust that 'strong and effective relationships exist between Trustees, trust officers, governors and head teachers. All of these groups work together well to lead the development and growth of the Trust'. 'Governing bodies are clear about their role and accountabilities due to the effective management of delegation'. Ofsted inspections of our schools last year also identified strengths in governance.

A review of board effectiveness was carried out in 2020 using the 21 questions for MATs from the All-Party Parliamentary Group. The Board considers its governance to be effective, despite the challenge of working remotely for much of the year and not being able to engage more with schools. They hope to be able to

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Governance Statement
For the year ended 31 August 2020

address this in 2020-21. Trustees consider the data that is given to them on pupil performance and financial performance is of a high quality and enables them to make informed decisions and judgements.

Membership of the Finance and Audit Committee is as follows:

David Myers (Chair)
Sue Samson (Chief Executive and Accounting Officer)
Colin James
Sharon Menghini
Kevin Breen
Claire Price (Director of Finance – University of Chichester)

Graham Olway also attends at the invitation of the Chair when the committee is considering premises and capital matters.

	Meetings attended	Out of possible
David Myers	4	4
Sue Samson	4	4
Colin James	3	4
Sharon Menghini	2	4
Kevin Breen	2	2
Claire Price	3	4

Helen Turner attends the Finance and Audit Committee in her capacity as Director of Financial and Commercial Services and Principal Finance Officer.

The remit of the Finance and Audit Committee is to assist the Board in fulfilling its statutory responsibilities as laid out in the Master Funding Agreement and the Academies Financial Handbook. Issues considered during the year were:

- Reviewing the financial implications of Covid 19
- Reviewing requirements and guidance from the ESFA
- Setting and monitoring the Financial strategy
- Monitoring key performance indicators
- Reviewing and updating policies
- Reviewing the internal scrutiny programme
- Approving budgets for academies and the central Trust
- Reviewing management accounts for academies and central Trust
- Reviewing the cash flow forecast
- Reviewing the draft Financial Statements and Trustees Annual Return
- Setting the reserves policy
- Ensuring no instances of fraud
- Reviewing statutory returns to ESFA
- Receiving HR reports
- Monitoring capital projects
- Reviewing an internal audit of the payroll system and processes
- Reviewing and monitoring the audit and the audit recommendations

In addition, this year, the committee reviewed the impact of Covid-19 on the financial position of the schools and of the Trust. They approved a temporary amendment to the Procurement Policy to permit urgent Covid 19-related purchases to be purchased. An extraordinary Board meeting was convened in order that all Trustees could consider the impact of Covid-19 on the finances of the schools.

Trustees considered the guidance on Audit Committees in the AFH and decided to continue to operate the audit function within the Finance and Audit Committee. Members of staff do not attend certain meetings to consider the audit findings in order that auditors can report freely to Trustees.

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Governance Statement
For the year ended 31 August 2020

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 education and wider societal outcomes achieved in return for the taxpayer resources received.

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

1. Procurement from previous local authorities using their accredited framework providers.
2. Procurement using the University of Chichester framework of preferred providers.
3. Procurement from the ESBO list for public procurement
4. Procurement using the Trust's Procurement Policy.
5. Quality assurance of service providers by the Director of Financial and Commercial Services and colleagues in the central Trust team.
6. Time limited contracts with built-in review arrangements.
7. Termination clauses in contracts if quality is not at an acceptable level, as defined by set parameters.
8. Monitoring of all school payments over £10,000 to ensure that school resources are being spent appropriately.
9. Sharing resources, including staffing, across schools in order to share expertise and deliver value.
10. Making use of benchmarking data and the Schools Resource Management Self-Assessment Toolkit to target resources.

The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of Trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The system of internal control has been in place in the University of Chichester Academy Trust for the year to 31 August 2020 and up to the date of approval of the annual report and financial statements.

The internal controls and procedures are set out in the Financial Procedures Manual, HR Manual and Payroll Processing Procedures Manual.

During the year, we continued to carry out our regular internal scrutiny of each school's compliance with our financial procedures through a detailed programme of checks throughout the year. As a result of Covid 19 we were unable to carry out internal audit visits to our schools and the Board accepted that the regular detailed scrutiny gave assurance that the scrutiny was being carried out in line with the AFH guidance. The Board has taken a decision to appoint an independent firm of auditors to carry out a programme of internal scrutiny for 2020-21.

During the year the Director of Financial and Commercial Services carried out a comprehensive audit of payroll systems, working closely with the HR Manager and School Business Managers.

Capacity to Handle Risk

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

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Governance Statement
For the year ended 31 August 2020

The Risk and Control Framework

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

This includes:

- A scheme of delegation and delegation profile setting out delegated permissions to every school
- Comprehensive financial policies and procedures, training and guidance materials on the web portal
- Clear targets and key performance indicators
- A dedicated School business Partner to support Business Managers and quality-assure the financial reports produced by schools
- Higher levels of checking and quality assurance by the Financial Controller and the Director of Financial and Commercial Services
- Comprehensive budgeting and monitoring systems with an annual budget and monthly financial reports which are reviewed against budgets and forecasts and shared with the board of Trustees.
- Scrutiny and challenge by Trustees
- Clearly defined role profiles and line management arrangements
- Segregation of duties, especially where related parties are identified in a school.
- Identification and management of risks.

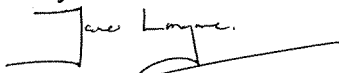
Review of Effectiveness

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

- the work of Kreston Reeves as external auditor.
- the financial management and governance self-assessment process.
- the work of the Director of Financial and Commercial Services who has responsibility for the development and maintenance of the internal control framework.
- The work of the Finance and Audit Committee.
- The internal scrutiny work carried out by the Finance team.
- The financial strategy and actions associated with it.

The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the external auditors and a plan to address weaknesses and further development of policies and procedures to ensure continuous improvement of the system is in place.

Approved by order of the members of the board of Trustees on 10 December 2020 and signed on its behalf by:



Professor Jane Longmore
Chair of Board



Sue Samson
Accounting Officer

**University of Chichester (Multi) Academy Trust
(A company limited by guarantee)**

**Statement on Regularity, Propriety and Compliance
For the year ended 31 August 2020**

As Accounting Officer of the University of Chichester Academy Trust I have considered my responsibility to notify the academy trust board of Trustees and the Education 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 2019.

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 trusts funding agreement and the Academies Financial Handbook 2019.

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.



**Sue Samson
Accounting Officer
10 December 2020**

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Statement of Trustees' responsibilities
for the year ended 31 August 2020

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

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

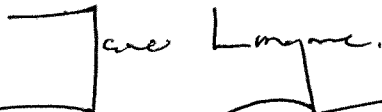
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2019 and the Academies Accounts Direction 2019 to 2020;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting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

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

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

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

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


Professor Jane Longmore
Chair of Trustees

Date: 10 December 2020

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Independent auditors' Report on the financial statements to the Members of University of Chichester (Multi) Academy Trust

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Trust's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Independent auditors' Report on the financial statements to the Members of University of Chichester (Multi) Academy Trust (continued)

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 Auditors' report thereon. Other information includes the Reference and administrative details, the Trustees' report including the Strategic report, and the Governance statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the Trust 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.

Independent auditors' Report on the financial statements to the Members of University of Chichester (Multi) Academy Trust (continued)

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the Trust 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 Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Trust or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the Trust's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Trust's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the Trust to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Independent auditors' Report on the financial statements to the Members of University of Chichester (Multi) Academy Trust (continued)

Use of our report

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



Simon Webber BA (Hons), DChA, FCA (Senior statutory auditor)
for and on behalf of
Kreston Reeves LLP
Statutory Auditor
Chartered Accountants
Chichester

Date: 10 December 2020

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Independent Reporting Accountant's Assurance Report on Regularity to University of Chichester (Multi) Academy Trust and the Education and Skills Funding Agency

In accordance with the terms of our engagement letter dated 18 October 2018 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2019 to 2020, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by University of Chichester (Multi) Academy Trust during the year 1 September 2019 to 31 August 2020 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 University of Chichester (Multi) Academy Trust and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to University of Chichester (Multi) Academy Trust and ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than University of Chichester (Multi) Academy Trust and ESFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of University of Chichester (Multi) Academy Trust's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of University of Chichester (Multi) Academy Trust's funding agreement with the Secretary of State for Education dated [enter date here] and the Academies Financial Handbook, extant from 1 September 2019, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2019 to 2020. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the year 1 September 2019 to 31 August 2020 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Independent Reporting Accountant's Assurance Report on Regularity to University of Chichester (Multi) Academy Trust and the Education & Skills Funding Agency (continued)

Approach

We conducted our engagement in accordance with the Academies Accounts Direction 2019 to 2020 issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

The work undertaken to draw our conclusion includes:

- Reviewed expenditure against specific terms of grant funding within the funding agreement
- Ensured that grants have been applied for the purposes intended
- Confirmed internal control procedures exist relating to expenditure incurred of cash
- Confirmed items claimed on cash are not for personal benefit
- Reviewed expenditure and considered whether any supply from related parties
- Reviewed minutes for declarations of interest
- Considered whether other income activities are permitted within the Academy Trust's charitable objectives
- Considered if borrowing agreements, including leases, have been made in accordance with the Academies Financial handbook
- Confirmed that procurement and tendering procedures exist relating to expenditure and have been complied with.

Conclusion

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 2019 to 31 August 2020 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



Kreston Reeves LLP
Statutory Auditor
Chartered Accountants
9 Donnington Park
85 Birdham Road
Chichester
West Sussex
PO20 7AJ

Date: 10 December 2020

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
for the year ended 31 August 2020

	Note	Unrestricted funds 2020 £000	Restricted funds 2020 £000	Restricted fixed asset funds 2020 £000	Total funds 2020 £000	As restated Total funds 2019 £000
Income from:						
Donations and capital grants:	3					
Transfer on conversion		-	-	-	-	5,119
Transfer in from another trust		-	-	-	-	709
Other donations and capital grants		169	24	35,478	35,671	4,211
Charitable activities	4	-	26,394	-	26,394	24,196
Teaching schools	32	-	241	-	241	173
Other income	5	239	277	-	516	771
Total income		408	26,936	35,478	62,822	35,179
Expenditure on:						
Charitable activities:	7					
Educational operations		197	28,066	13,649	41,912	28,417
Transfer of academy out of trust		1	(388)	4,175	3,788	-
Teaching schools	32	-	209	-	209	228
Total expenditure		198	27,887	17,824	45,909	28,645
Net income/ (expenditure)		210	(951)	17,654	16,913	6,534
Transfers between funds	18	(161)	(27)	188	-	-
Net movement in funds before other recognised gains/(losses)		49	(978)	17,842	16,913	6,534
Other recognised gains/(losses):						
Actuarial (losses)/gains on defined benefit pension schemes	26	-	(1,725)	-	(1,725)	(2,673)
Net movement in funds		49	(2,703)	17,842	15,188	3,861

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account) (continued)
for the year ended 31 August 2020

	Unrestricted	Restricted	Restricted	Total	As restated
	funds	funds	fixed asset	funds	Total
	2020	2020	2020	2020	2019
Note	£000	£000	£000	£000	£000
Reconciliation of funds:					
Total funds brought forward as previously stated	1,931	(9,759)	70,147	62,319	59,066
Prior year adjustment	-	-	2,558	2,558	1,950
Total funds brought forward as restated	1,931	(9,759)	72,705	64,877	61,016
Net movement in funds	49	(2,703)	17,842	15,188	3,861
Total funds carried forward	1,980	(12,462)	90,547	80,065	64,877

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 51 to 85 form part of these financial statements.

**Balance sheet
as at 31 August 2020**

	Note	2020 £000	As restated 2019 £000
Fixed assets			
Tangible assets	13	89,563	71,893
Current assets			
Debtors	14	1,292	1,881
Cash at bank and in hand		4,075	3,340
		<u>5,367</u>	<u>5,221</u>
Creditors: amounts falling due within one year	15	(2,697)	(3,047)
Net current assets		<u>2,670</u>	<u>2,174</u>
Total assets less current liabilities		<u>92,233</u>	<u>74,067</u>
Creditors: amounts falling due after more than one year	16	(74)	(242)
Net assets excluding pension liability		<u>92,159</u>	<u>73,825</u>
Defined benefit pension scheme liability	26	(12,094)	(8,948)
Total net assets		<u><u>80,065</u></u>	<u><u>64,877</u></u>
Funds of the Trust			
Restricted funds:			
Fixed asset funds	18	90,547	72,705
Restricted income funds	18	(368)	(811)
Restricted funds excluding pension asset	18	<u>90,179</u>	<u>71,894</u>
Pension reserve	18	(12,094)	(8,948)
Total restricted funds	18	<u>78,085</u>	<u>62,946</u>
Unrestricted income funds	18	<u>1,980</u>	<u>1,931</u>
Total funds		<u><u>80,065</u></u>	<u><u>64,877</u></u>

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)
Registered number: 08595545

Balance sheet (continued)
as at 31 August 2020

The financial statements on pages 46 to 85 were approved by the Trustees, and authorised for issue on
10 December 2020 and are signed on their behalf, by:

A handwritten signature in black ink, appearing to read 'Jane Longmore', with a long horizontal line extending from the end of the signature.

Professor Jane Longmore
Chair of Trustees

The notes on pages 51 to 85 form part of these financial statements.

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Statement of cash flows
for the year ended 31 August 2020

		2020	As restated
	Note	£000	2019
			£000
Cash flows from operating activities			
Net cash provided by operating activities	20	856	1,466
Cash flows from investing activities	22	(18)	(263)
Cash flows from financing activities	21	(103)	233
Change in cash and cash equivalents in the year		735	1,436
Cash and cash equivalents at the beginning of the year		3,340	1,904
Cash and cash equivalents at the end of the year	23, 24	4,075	3,340

The notes on pages 51 to 85 form part of these financial statements

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

1. Accounting policies

The University of Chichester (Multi) Academy Trust is a company limited by guarantee incorporated in England and Wales. The registered office is Bishop Otter Campus, College Lane, Chichester, West Sussex, PO19 6PE.

The principle activity of the academy trust is to operate as a multi-academy trust incorporating Arundel Court Primary School, Berewood Primary School, Bordon Junior School, Court Lane Infant School, Court Lane Junior School, Fernhurst Primary School, The Flying Bull Academy, Frogmore Junior School (transferred out of Trust during period), Highbury Primary School, Kingsham Primary School, Langstone Infant School, Langstone Junior School, Oakmoor School (Previously Mill Chase Academy), Portsmouth Primary SCITT, Stamshaw Infant School and Stamshaw Junior School.

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

1.1 Basis of preparation of financial statements

The financial statements of the Trust, which is a public benefit entity under FRS 102, have been prepared under the historic cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2019 to 2020 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

1.2 Going concern

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

Notes to the financial statements
for the year ended 31 August 2020

1. Accounting policies (continued)

1.3 Income

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

• **Grants**

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

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

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

• **Donations**

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

• **Other income**

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

1.4 Expenditure

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

• **Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.

1.5 Interest receivable

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

Notes to the financial statements
for the year ended 31 August 2020

1. Accounting policies (continued)

1.6 Taxation

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

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

1.7 Tangible fixed assets

Assets costing £5,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

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

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

Depreciation is provided on the following bases:

Long-term leasehold property	- Over the life of the lease or estimated useful life if less
Building additions	- Over the life of the lease or estimated useful life if less
Equipment	- 5 years or estimated useful life if less
Computer equipment and licences	- 5 years
Furniture	- 4 years

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

1.8 Debtors

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

1.9 Cash at bank and in hand

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

Notes to the financial statements
for the year ended 31 August 2020

1. Accounting policies (continued)

1.10 Liabilities

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the 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.

1.11 Provisions

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

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

1.12 Financial instruments

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

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

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

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in notes 15 and 16. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument. Amounts due to the Trust's wholly owned subsidiary are held at face value less any impairment.

1.13 Operating leases

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

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

1. Accounting policies (continued)

1.14 Pensions

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

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

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

The Trust is a member of a multi-employer plan. Where it is not possible for the Trust to obtain sufficient information to enable it to account for the plan as a defined benefit plan, it accounts for the plan as a defined contribution plan.

1.15 Transfer of academy out of the academy trust

Where assets and liabilities of an academy are transferred out of the academy trust, the corresponding amount for the net loss is recognised in expenditure under charitable activities in the statement of financial activities, analysed between unrestricted, restricted and restricted fixed asset funds.

Further details of the transaction are set out in note 31.

1.16 Fund accounting

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

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

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

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

Notes to the financial statements
for the year ended 31 August 2020

1. Accounting policies (continued)

1.17 Redundancy and termination benefits

It is the Trust's policy to recognise termination benefits when they become committed, by legislation, by contractual or other agreements with employees or their representatives or by a constructive obligation or a desire to act equitably, to make payments (or provide other benefits) to employees when it terminates their employment. Termination payments do not provide the Trust with future economic benefits therefore it is the Trust's policy to recognise them as an expense in the Statement of Financial Activities immediately.

2. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 26, 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 2016 has been used by the actuary in valuing the pensions liability at 31 August 2020. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Critical areas of judgment:

Lease commitments

The Academy Trust has entered into a range of lease commitments in respect of property, plant and equipment. The classification of these leases as either financial or operating leases requires the trustees to consider whether the terms and conditions of each lease are such that the Academy Trust has acquired the risks and rewards associated with the ownership of the underlying assets.

Multi-employer defined benefit pension scheme

Certain employees participate in a multi-employer defined benefit pension scheme with other schools in the region. In the judgement of the directors, the academy trust does not have sufficient information on the plan assets and liabilities to be able to reliably account for its share of the defined benefit obligation and plan assets. Therefore the scheme is accounted for as a defined contribution scheme.

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

3. Income from donations and capital grants

	Unrestricted funds 2020 £000	Restricted funds 2020 £000	Restricted fixed asset funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Donations					
Transfer on conversion	-	-	-	-	5,119
Transfer in from another trust	-	-	-	-	709
Donations	169	24	34,490	34,683	2,899
Grants	-	-	988	988	1,312
	<u>169</u>	<u>24</u>	<u>35,478</u>	<u>35,671</u>	<u>10,039</u>
	<u>169</u>	<u>24</u>	<u>35,478</u>	<u>35,671</u>	<u>10,039</u>
Total 2019	<u>637</u>	<u>(826)</u>	<u>10,228</u>	<u>10,039</u>	

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

4. Funding for the Academy Trust's educational operations

	Restricted funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
DfE/ESFA grants			
General annual grant	20,868	20,868	19,318
Pupil premium	2,044	2,044	1,914
Start-up grants	25	25	50
Other ESFA grants excluding capital	1,892	1,892	1,113
	24,829	24,829	22,395
Other government grants			
Special educational needs funding	612	612	636
Local authority nursery funding	625	625	636
Student placements	70	70	44
Local authority funding	55	55	169
	1,362	1,362	1,485
Other income from academy trust's educational operations			
Catering income	154	154	214
Provision of education services to other schools	49	49	102
	26,394	26,394	24,196
Total 2019	24,196	24,196	

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

5. Other trading activities

	Unrestricted funds 2020 £000	Restricted funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Lettings income	187	-	187	281
Uniform sales	15	-	15	20
Sales of goods and services	37	-	37	110
Sundry	-	106	106	109
Trip income	-	171	171	250
	<u>239</u>	<u>277</u>	<u>516</u>	<u>770</u>
Total 2019	<u>411</u>	<u>359</u>	<u>770</u>	

6. Expenditure

	Staff Costs 2020 £000	Premises 2020 £000	Other 2020 £000	Total 2020 £000	Total 2019 £000
Educational operations:					
Direct costs	18,556	-	1,227	19,783	17,648
Allocated support costs	4,791	4,408	16,674	25,873	10,769
Teaching school	139	18	52	209	228
	<u>23,486</u>	<u>4,426</u>	<u>17,953</u>	<u>45,865</u>	<u>28,645</u>
Total 2019	<u>21,539</u>	<u>3,492</u>	<u>3,614</u>	<u>28,645</u>	

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

7. Analysis of expenditure by activities

	Activities undertaken directly 2020 £000	Support costs 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Educational operations	19,783	25,873	45,656	28,417
Total 2019	17,648	10,769	28,417	

Analysis of direct costs

	Total funds 2020 £000	Total funds 2019 £000
Staff costs	18,556	16,471
Educational supplies	1,227	1,177
	19,783	17,648

Analysis of support costs

	Total funds 2020 £000	Total funds 2019 £000
Defined benefit pension cost	111	111
Staff costs	4,791	4,911
Depreciation	3,214	2,230
Premises costs	1,188	1,235
Other support costs	2,244	2,174
Governance costs	103	108
Loss/(profit) on disposal of fixed assets	10,434	-
Transfer of academy out of Trust	3,788	-
	25,873	10,769

Governance costs incurred in the year comprise of audit and accountancy fees of £60,305 (2019: £44,105), bank charges of £18,090 (2019: £19,141), and legal fees of £24,255 (2019: £45,052).

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

8. Net income/(expenditure)

Net income/(expenditure) for the year includes:

	2020	2019
	£000	£000
Operating lease rentals	50	54
Depreciation of tangible fixed assets	3,214	2,232
Loss on disposal of fixed assets	10,434	-
Fees paid to auditors for:		
- audit	41	41
- other services	18	15

**Notes to the financial statements
for the year ended 31 August 2020**

9. Staff costs

a. Staff costs

Staff costs during the year were as follows:

	2020	2019
	£000	£000
Wages and salaries	16,777	15,810
Social security costs	1,467	1,385
Pension costs	4,982	4,038
	23,226	21,233
Agency staff costs	260	306
	23,486	21,539

b. Staff numbers

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

	2020	2019
	No.	No.
Teachers	238	234
Administrative support	505	545
Management	66	36
	809	815

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

9. Staff costs (continued)

c. Higher paid staff

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

	2020	2019
	No.	No.
In the band £60,001 - £70,000	8	9
In the band £70,001 - £80,000	3	3
In the band £80,001 - £90,000	4	3
In the band £90,001 - £100,000	3	1
	=====	=====

d. Key management personnel

The key management personnel of the Academy Trust comprise the Trustees and the members of the senior team listed on page 1.

The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the Academy Trust was £447,174 (2019: £427,693).

Notes to the financial statements
for the year ended 31 August 2020

10. Central services

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

- School improvement: leadership and management support
- School improvement: pupil progress and achievement support
- Continuing professional development and training; building staff capacity
- Professional support services as follows:
 - > Finance
 - > Human resources
 - > Estates
 - > IT admin
 - > Marketing, communications and media support
 - > Health and safety.

The Trust charges for these services on the following basis:

The Trust charges a central contribution based on the school's previous OFSTED category together an assessment by the CEO, which is a percentage of the General Annual Grant as follows but with the discretion to vary this by +/-1%:

The actual amounts charged during the year were as follows:

	2020	2019
	£000	£000
Arundel Court Primary School	102	101
Berewood Primary School	50	43
Bordon Junior School	50	49
Court Lane Infant School	51	50
Court Lane Junior School	67	81
Fernhurst Primary School	28	28
Flying Bull Academy	67	67
Frogmore Junior School	2	26
Highbury Primary School	62	58
Kingsham Primary School	52	51
Langstone Infant School	40	37
Langstone Junior School	58	55
Mill Chase Academy	110	100
Stamshaw Infant School	50	21
Stamshaw Junior School	59	28
Total	848	795

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

11. Trustees' remuneration and expenses

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

		2020	2019
		£000	£000
Sue Samson (CEO and Trustee)	Remuneration	90 - 95	90 - 95
Deamonn Hewett-Dale (Staff Trustee) (resigned as trustee 31 August 2019)	Remuneration		85 - 90
	Pension contributions paid		10 - 15
Paul Hemmings (Staff trustee) (appointed as trustee 10 October 2019)	Remuneration	90 - 95	
	Pension contributions paid	20 - 25	

During the year ended 31 August 2020, no Trustee expenses have been incurred (2019 - £NIL).

12. Trustees' and Officers' insurance

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

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

**Notes to the financial statements
for the year ended 31 August 2020**

13. Tangible fixed assets

	Long-term leasehold property £000	Furniture and equipment £000	Plant and equipment £000	Total £000
Cost or valuation				
At 1 September 2019	79,424	403	938	80,765
Additions	35,270	120	106	35,496
Disposals	(13,244)	-	-	(13,244)
Transfer out of trust	(4,696)	-	-	(4,696)
At 31 August 2020	96,754	523	1,044	98,321
Depreciation				
At 1 September 2019	8,118	224	532	8,874
Charge for the year	2,939	109	166	3,214
On disposals	(2,810)	-	-	(2,810)
Transfer out of trust	(520)	-	-	(520)
At 31 August 2020	7,727	333	698	8,758
Net book value				
At 31 August 2020	89,027	190	346	89,563
At 31 August 2019	71,306	180	407	71,893

The Trust's transactions relating to land and buildings included:

The acquisition of the land and buildings at Arundel Court Primary School which was donated to the academy trust by the DfE at a value of £7,622,000.

The acquisition of the land and buildings at Oakmoor School (previously Mill Chase Academy) which was donated to the academy trust by Hampshire County Council at a value of £26,970,000.

The disposal of the land and buildings at the previous Oakmoor School (previously Mill Chase Academy) by the academy trust at nil proceeds.

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

14. Debtors

	2020	2019
	£000	£000
Due within one year		
Trade debtors	53	40
Other debtors	-	2
Prepayments and accrued income	1,059	1,589
Tax recoverable	180	250
	<u>1,292</u>	<u>1,881</u>

15. Creditors: Amounts falling due within one year

	2020	2019
	£000	£000
Other loans	168	103
Trade creditors	672	1,268
Other taxation and social security	312	306
Other creditors	383	310
Accruals and deferred income	1,162	1,060
	<u>2,697</u>	<u>3,047</u>

	2020	2019
	£000	£000
Deferred income at 1 September 2019	430	432
Resources deferred during the year	417	430
Amounts released from previous periods	(430)	(432)
Deferred income at 31 August	<u>417</u>	<u>430</u>

At the balance sheet date the multi academy trust held funds received in advance for rates relief income of £51,887 (2019: £25,210); Universal Infant Free School Meals grant income of £280,103 (2019: £305,396); school trips monies received in advance of £24,351 (2019: £46,402); SEN/HCP funding of £13,542 (2019: £39,103); Growth contingency funding of £44,488 (2019: £10,362); other funding of £2,182 (2019: £3,803).

Notes to the financial statements
for the year ended 31 August 2020

16. Creditors: Amounts falling due after more than one year

	2020	2019
	£000	£000
Other loans	74	242

Other loans includes the loan from the University of Chichester which represents re-charges of staff and other costs from the date of incorporation until the end of January 2015. The re-charges have been made at cost and at the balance sheet date stand at £221,000 (2019: £314,000). The ESFA has granted permission for this loan agreement. Further details regarding the loan are disclosed in note 29.

Included in the other loans category above are interest free Salix loans, repayable over 8 years. £10,000 (2019: £10,000) of this amount is repayable within one year, the remainder, £11,000 (2019: £21,000) is due after more than one year.

17. Prior year adjustments

Since the approval of the previous year's financial statements the Academy Trust has received a DfE valuation for three schools that have previously converted into the trust. The effect of the change in valuation resulted in an increase in tangible fixed assets and income from transfers on conversion of £2,558,067.

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

18. Statement of funds

	As restated Balance at 1 September 2019 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2020 £000
Unrestricted funds						
Unrestricted funds	1,931	408	(198)	(161)	-	1,980
Restricted general funds						
General Annual Grant (GAG)	(833)	20,868	(20,222)	(241)	-	(428)
Other DfE/ESFA grants	22	3,960	(3,953)	-	-	29
SEN funding	-	612	(612)	-	-	-
Curriculum services	-	30	(30)	-	-	-
Student placements	-	94	(94)	-	-	-
Other income	-	1,025	(1,025)	-	-	-
SCITT	-	241	(210)	-	-	31
Sundry	-	106	(106)	-	-	-
Pension reserve	(8,948)	-	(1,635)	214	(1,725)	(12,094)
	(9,759)	26,936	(27,887)	(27)	(1,725)	(12,462)
Restricted fixed asset funds						
Net book value of tangible fixed assets	70,145	34,490	(17,824)	2,752	-	89,563
DfE/ESFA capital grants	2,560	988	-	(2,564)	-	984
	72,705	35,478	(17,824)	188	-	90,547
Total Restricted funds	62,946	62,414	(45,711)	161	(1,725)	78,085
Total funds	64,877	62,822	(45,909)	-	(1,725)	80,065

Notes to the financial statements
for the year ended 31 August 2020

18. Statement of funds (continued)

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

Restricted general funds include all grant income received from the ESFA/DfE or Local Authority during the period. This fund is restricted to providing education at the academies within the multi academy trust. Under the funding agreement with the Secretary of State the multi academy trust is subject to a limit on the amount of General Annual Grant that it can carry forward at 31 August 2020 for Berewood Primary School.

Restricted General Funds show a deficit balance at the end of the year. This deficit has arisen partly as a result of the Trust's central start-up costs not being fully funded during the first four years until it reached a break-even position and partly through our ex-special measures schools requiring substantial investment to help them to improve and reach a financially viable size.

The Trustees are taking the following steps to address this and return the fund to a surplus:

- Working closely with all schools, especially those in deficit, to help them to put together recovery plans to enable them to reach a break-even or surplus position.
- Encouraging Highbury Nursery to review the age range of the children that they accept in order to reduce their staffing costs.
- Investing in an additional classroom in Kingsham so that more children can be accepted.
- Investing in marketing across the Trust in order to attract more pupils.
- Marketing the new school buildings in Arundel Court and Oakmoor in order to attract more pupils
- Engaging regularly with the DfE in order to sustain the funding model for Oakmoor.

Other DfE/ESFA grants include Pupil Premium, Start up grants, Universal Infant Free School Meals income, Education Services Grant, rates reimbursement and PE and Sports grant. All grants are restricted to the purpose for which they are given.

Special Education Needs (SEN) Funding is provided by the Local Authority to give additional support to pupils with Education Health Care Plans; the funds are restricted to this purpose.

Income received for the provision of curriculum services is for vocational courses offered by Oakmoor Academy to Year 10 pupils in other schools. The income comes from the schools at which the pupils attending the courses are permanently based and is used for the purpose of delivering these courses.

Other income mainly comprises Local Authority funding for Nursery provision and speech and language provision.

The defined benefit pension scheme fund is the Local Government Pension Scheme (LGPS) for support staff.

Restricted fixed asset funds comprise the leasehold land and buildings transferred to the multi academy trust on conversion and held on 125 year leases together with Devolved Formula Capital Grant for the period. Depreciation for these fixed assets is charged to this fund. Transfers from Restricted General Funds to the Restricted Fixed Asset Fund relate to fixed asset purchases from these funds.

Unrestricted funds include income from donations and other voluntary contributions towards the provision of extra-curricular activities. Expenditure from unrestricted funds includes the costs of providing extra curricular activities.

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

18. Statement of funds (continued)

Total funds analysis by academy

Fund balances at 31 August 2020 were allocated as follows:

	2020	2019
	£000	£000
Arundel Court Primary School	150	118
Berewood Primary School	278	209
Bordon Junior School	81	93
Court Lane Infant School	194	169
Court Lane Junior School	119	36
Fernhurst Primary School	91	105
Flying Bull Academy	267	200
Frogmore Junior School	-	(129)
Highbury Primary School	(107)	(222)
Kingsham Primary School	(42)	(32)
Langstone Infant School	216	219
Langstone Junior School	298	247
Oakmoor School	692	588
SCITT	184	154
Stamshaw Infant School	4	42
Stamshaw Junior School	278	286
UniCAT	(1,091)	(963)
	<hr/>	<hr/>
Total before fixed asset funds and pension reserve	1,612	1,120
Restricted fixed asset fund	90,547	72,705
Pension reserve	(12,094)	(8,948)
	<hr/>	<hr/>
Total	80,065	64,877
	<hr/> <hr/>	<hr/> <hr/>

The following academies are carrying a net deficit on their portion of the funds as follows:

	Deficit
	£000
Highbury Primary School	(107)
Kingsham Primary School	(42)
UniCAT	(1,091)
	<hr/> <hr/>

See detail under restricted general funds on the previous page, for actions being taken to return Highbury and Kingsham Primary Schools to a surplus position.

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

18. Statement of funds (continued)

Total cost analysis by academy

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

	Teaching and educational support staff costs £000	Other support staff costs £000	Educational supplies £000	Other costs excluding depreciation £000	Total 2020 £000	Total 2019 £000
Arundel Court Primary School	2,363	520	149	411	3,443	3,389
Berewood Primary School	1,121	220	53	235	1,629	1,452
Bordon Junior School	850	179	90	172	1,291	1,227
Court Lane Infant School	1,088	292	47	193	1,620	1,630
Court Lane Junior School	1,344	388	96	198	2,026	1,959
Fernhurst Primary School	640	119	45	122	926	889
Flying Bull Academy	2,086	523	71	308	2,988	2,893
Frogmore Junior School	48	15	29	3,815	3,907	888
Highbury Primary School	1,556	449	71	265	2,341	2,460
Kingsham Primary School	908	242	51	172	1,373	1,319
Langstone Infant School	871	231	43	166	1,311	1,195
Langstone Junior School	1,162	238	90	203	1,693	1,641
Oakmoor School	2,560	439	257	10,924	14,180	3,218
SCITT	140	-	25	45	210	228
Stamshaw Infant School	918	213	23	158	1,312	570
Stamshaw Junior School	758	302	59	150	1,269	484
UniCAT	280	420	56	420	1,176	973
Trust	18,693	4,790	1,255	17,957	42,695	26,415

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

18. Statement of funds (continued)

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

	As restated 1 September 2018 £000	As restated Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	As restated 31 August 2019 £000
Unrestricted funds						
Unrestricted funds	1,160	1,048	(21)	(256)	-	1,931
Restricted general funds						
General Annual Grant (GAG)	(882)	21,282	(21,441)	208	-	(833)
Other DfE/ESFA grants	26	1,113	(1,117)	-	-	22
SEN funding	-	636	(636)	-	-	-
Curriculum services	-	31	(31)	-	-	-
Student placements	-	70	(70)	-	-	-
Other income	-	1,339	(1,339)	-	-	-
SCITT	-	173	(228)	55	-	-
Sundry	-	110	(110)	-	-	-
Pension reserve	(4,001)	(853)	(1,421)	-	(2,673)	(8,948)
	<u>(4,857)</u>	<u>23,901</u>	<u>(26,393)</u>	<u>263</u>	<u>(2,673)</u>	<u>(9,759)</u>
Restricted fixed asset funds						
Net book value of tangible fixed assets	63,244	8,915	(2,007)	(7)	-	70,145
DfE/ESFA capital grants	1,470	1,313	(223)	-	-	2,560
	<u>64,714</u>	<u>10,228</u>	<u>(2,230)</u>	<u>(7)</u>	<u>-</u>	<u>72,705</u>
Total Restricted funds	<u>59,857</u>	<u>34,129</u>	<u>(28,623)</u>	<u>256</u>	<u>(2,673)</u>	<u>62,946</u>
Total funds	<u>61,017</u>	<u>35,177</u>	<u>(28,644)</u>	<u>-</u>	<u>(2,673)</u>	<u>64,877</u>

Notes to the financial statements
for the year ended 31 August 2020

19. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2020 £000	Restricted funds 2020 £000	Restricted fixed asset funds 2020 £000	Total funds 2020 £000
Tangible fixed assets	-	-	89,563	89,563
Current assets	1,980	2,403	984	5,367
Creditors due within one year	-	(2,697)	-	(2,697)
Creditors due in more than one year	-	(74)	-	(74)
Provisions for liabilities and charges	-	(12,094)	-	(12,094)
Total	1,980	(12,462)	90,547	80,065

Analysis of net assets between funds - prior period

	Unrestricted funds 2019 £000	Restricted funds 2019 £000	As restated Restricted fixed asset funds 2019 £000	As restated Total funds 2019 £000
Tangible fixed assets	-	-	71,893	71,893
Current assets	1,931	2,478	812	5,221
Creditors due within one year	-	(3,048)	-	(3,048)
Creditors due in more than one year	-	(242)	-	(242)
Provisions for liabilities and charges	-	(8,948)	-	(8,948)
Total As restated	1,931	(9,760)	72,705	64,876

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

20. Reconciliation of net income to net cash flow from operating activities

	2020	2019
	£000	£000
Net income for the period (as per Statement of financial activities)	16,913	6,534
Adjustments for:		
Depreciation	3,215	2,232
Capital grants from DfE and other capital income	(35,478)	(810)
Defined benefit pension scheme obligation transferred in/(out) of Trust	(214)	853
Defined benefit pension scheme cost less contributions payable	1,480	1,310
Defined benefit pension scheme finance cost	155	111
Decrease/(increase) in debtors	589	(668)
(Decrease)/increase in creditors	(414)	1,146
Assets transferred from local authority on conversion	-	(7,920)
Cash transferred from local authority on conversion	-	(147)
Assets transferred from another trust	-	(970)
Cash transferred from another trust	-	(205)
Assets transferred to another trust	4,176	-
Loss on disposal of tangible fixed assets	10,434	-
Net cash provided by operating activities	856	1,466

21. Cash flows from financing activities

	2020	2019
	£000	£000
Repayments of borrowing	(103)	(93)
Cash transferred on conversion	-	326
Net cash (used in)/provided by financing activities	(103)	233

22. Cash flows from investing activities

	2020	2019
	£000	£000
Purchase of tangible fixed assets	(35,496)	(1,073)
Capital funding received from sponsors and others	35,478	810
Net cash used in investing activities	(18)	(263)

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

23. Analysis of cash and cash equivalents

	2020	2019
	£000	£000
Cash in hand	4,075	3,340
Total cash and cash equivalents	4,075	3,340

24. Analysis of changes in net debt

	At 1 September 2019 £000	Cash flows £000	At 31 August 2020 £000
Cash at bank and in hand	3,340	735	4,075
Debt due within 1 year	(105)	(64)	(169)
Debt due after 1 year	(242)	168	(74)
	2,993	839	3,832

25. Capital commitments

	2020	2019
	£000	£000
Contracted for but not provided in these financial statements		
Acquisition of tangible fixed assets	29	54

26. Pension commitments

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

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

Contributions amounting to £374,000 were payable to the schemes at 31 August 2020 (2019 - £304,000) and are included within creditors.

Notes to the financial statements
for the year ended 31 August 2020

26. Pension commitments (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 full-time teachers in academies and, from 1 January 2007, automatic for teachers in part-time employment following appointment or a change of contract, although they are able to opt out.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis - these contributions along with those made by employers 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. 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 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. 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% employer administration charge)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI, assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

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

The employer's pension costs paid to TPS in the year amounted to £2,125,000 (2019 - £1,402,000).

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

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

Notes to the financial statements
for the year ended 31 August 2020

26. Pension commitments (continued)

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2020 was £1,702,000 (2019 - £1,536,000), of which employer's contributions totalled £1,341,000 (2019 - £1,228,000) and employees' contributions totalled £ 361,000 (2019 - £308,000). The agreed contribution rates for future years are 16.1-20.4% per cent for employers and 5.5-12.5% per cent for employees.

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

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

	At 31 August 2020 £000	At 31 August 2019 £000
Equities	7,958	7,398
Bonds	2,928	2,631
Property	860	1,025
Cash and other liquid assets	270	271
Other	2,084	1,149
Total market value of assets	14,100	12,474

The actual return on scheme assets was £243,000 (2019 - £685,000).

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

	2020 £000	2019 £000
Current service cost	(2,821)	(1,758)
Past service cost	-	(780)
Interest income	237	289
Interest cost	(392)	(400)
Total amount recognised in the Statement of financial activities	(2,976)	(2,649)

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

26. Pension commitments (continued)

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

	2020	2019
	£000	£000
At 1 September	21,422	12,942
Conversion of academy trusts	-	1,111
Transferred in on existing academies joining the trust	-	1,196
Transferred out on existing academies leaving the trust	(485)	-
Current service cost	2,821	1,758
Interest cost	392	400
Employee contributions	361	308
Actuarial losses	1,726	3,069
Benefits paid	(43)	(142)
Past service costs	-	780
At 31 August	26,194	21,422

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

	2020	2019
	£000	£000
At 1 September	12,474	8,941
Conversion of academy trusts	-	724
Transferred in on existing academies joining the trust	-	730
Transferred out on existing academies leaving the trust	(271)	-
Interest income	237	289
Actuarial gains	1	396
Employer contributions	1,341	1,228
Employee contributions	361	308
Benefits paid	(43)	(142)
At 31 August	14,100	12,474

**Notes to the financial statements
for the year ended 31 August 2020**

Principal actuarial assumptions

Hampshire County Council

	2020	2019
Rate of increase in salaries	3.30%	3.50%
Rate of increase in pensions in payment / inflation	2.30%	2.00%
Discount rate for scheme liabilities	1.70%	1.90%
Inflation assumption (CPI)	2.30%	2.00%

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

	2020 years	2019 years
<i>Retiring today</i>		
Males	23.0 years	23.1 years
Females	25.5 years	25.8 years
<i>Retiring in 20 years</i>		
Males	24.7 years	24.7 years
Females	27.2 years	27.6 years

West Sussex County Council

	2020	2019
Rate of increase in salaries	2.70%	3.00%
Rate of increase in pensions in payment / inflation	2.70%	3.00%
Discount rate for scheme liabilities	1.70%	1.90%
Inflation assumption (CPI)	2.20%	2.30%

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

	2020 years	2019 years
<i>Retiring today</i>		
Males	22.2 years	21.8 years
Females	24.2 years	23.6 years
<i>Retiring in 20 years</i>		
Males	23.3 years	23.0 years
Females	25.9 years	25.5 years

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

27. Operating lease commitments

At 31 August 2020 the Trust had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2020	2019
	£000	£000
Not later than 1 year	40	41
Later than 1 year and not later than 5 years	79	70
	119	111

28. 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.

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

29. Related party transactions

The University of Chichester was approved as an academy sponsor by the Office of the Schools Commissioner in the summer of 2012. The University of Chichester (Multi) Academy Trust was subsequently set up by the University in July 2013.

The University has been proud to act as an academy trust sponsor and in this capacity it has provided the following services to the trust: these are either at cost, with no profit, or at a nil cost.

Financial support in the form of a loan

Provision of seconded staff to work for the Trust

Provision of staff from the Institute of Education to deliver school improvement services to schools
IT services

Marketing and Communications

Estates

Health and Safety

Library services

The provision of these services is made via a Supply of Services Agreement between the University and the Trust, the details of which are set out in the Sponsor's Agreement.

From the date of incorporation until January 2015 the cost of providing the above services was added to a loan account rather than being invoiced to the trust; this was to enable the trust to generate some cash to enable it to move towards a position of financial sustainability. No cash has changed hands and the loan represents re-charges for services provided to the trust. From January 2015 the University began invoicing the trust instead of adding the costs to the loan account.

A loan agreement is in place for an amount of £582,000 and the balance outstanding is £221,418 (2019: £314,418). The loan is unsecured and there is no interest charge and no penalties for early repayment. Details of the repayments are shown in Note 16 to the accounts.

The total cost of the services provided by the University to the central trust team during the year was as follows:

	2020	2019
Seconded Staff	620,495	607,912
School improvement services from Institute of Education	61,520	79,255
Additional direct costs	20,199	19,727
	<u>702,214</u>	<u>706,894</u>

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

29. Related party transactions (continued)

In addition, the University provided some education courses to individual academies as follows: these services were provided at a 10% discount available to all staff.

Mill Chase £nil (2019: £648)
Arundel Court £nil (2019: £1,296)
Berewood £nil (2019: £1,296)
Court Lane Junior £nil (2019: £1,296)
Kingsham £720 (2019: £nil)

Under the Articles of Association the Membership of the Trust board includes the Vice-Chancellor of the Trust's sponsor, the University of Chichester, and up to five additional Trustees appointed by the sponsor. The current Board membership includes the Head of Primary Partnership of the University. the University Director of Finance is a member of the Finance and Audit Committee but is not a Trustee and does not attend Board meetings.

Mr D Hewett-Dale (Trustee until 31 August 2019 and the Head teacher of Flying Bull Primary School); spouse is employed by the Trust as a Pupil Support Worker/ Finance and Grants Officer, both having held these positions as employees of Portsmouth Council prior to the school joining the Trust. As a member of staff, his spouse is remunerated by the Trust, and is subject to the same human resources policies as similarly employed members of staff, including the setting of remuneration, and the consideration of safeguards over potential conflicts of interest as set out in the Trust's financial regulations. The remuneration of all staff is overseen by the Trustees as a body, however, Mr D Hewett-Dale is not involved in the discussions or decisions of the Trustees relating to the remuneration of his spouse. The remuneration of the spouse of Mr D Hewett-Dale is not included in the aggregate remuneration of Key Management Personnel disclosed in the staff costs note. Total remuneration, including employers national insurance and pension contributions was between £10,001 - £20,000 (2019: £10,001 - £20,000).

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

30. Post balance sheet events

Weyford Nursery and Primary School joined the Trust on 1 November 2020.

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

31. Transfer out on academies leaving the trust

Frogmore Junior School

	Transfer out on academy leaving the trust £000
Intangible assets	
Tangible fixed assets	
Long-term leasehold property	4,176
Current assets	
Debtors due after one year	27
Liabilities	
Creditors due within one year	(201)
Pensions	
Pensions - pension scheme assets	271
Pensions - pension scheme liabilities	(485)
Net assets	<u><u>3,788</u></u>

University of Chichester (Multi) Academy Trust
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 August 2020

32. Teaching school trading account

The Portsmouth Primary School Centred Initial Teacher Training (SCITT) principal activity is the training of student teachers. The trading activity for the year is as follows:

	2020	2020	2019	2019
	£000	£000	£000	£000
Income				
Direct income				
Teacher training income	238		171	
Other income				
Other income	3		1	
Total income		241		172
Expenditure				
Direct expenditure				
Direct staff costs	140		156	
Educational supplies	13		4	
Staff development	12		21	
Total direct expenditure	165		181	
Other expenditure				
Technology costs	4		15	
Rent	15		6	
Insurance	1		1	
Other support costs	5		10	
Premises costs	3		2	
Professional fees	16		13	
Total other expenditure	44		47	
Total expenditure		209		228
Surplus transferred into trust		-		210
Net movement in funds		32		154
Teaching school balances at 1 September 2019		154		-
Teaching school balances at 31 August 2020		186		154