
UNITED LEARNING TRUST

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2020

UNITED LEARNING TRUST

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REFERENCE AND ADMINISTRATIVE DETAILS

Member

United Church Schools Trust

Directors

Dame Yasmin Bevan, Chair

Sir Jon Coles

Mr Neil Davidson

Mr Michael George

Mr Richard Greenhalgh

Dame Reena Keeble

Mr David Robinson (resigned 31 December 2019)

Dr Stephen Critchley (appointed 1 January 2020)

Mr Neil MacDonald (appointed 1 January 2020)

Company registration number

04439859

Company name

United Learning Trust

Principal and registered office

Worldwide House

Thorpe Wood

Peterborough

PE3 6SB

Company secretary

Mrs Alison Hussain (appointed 12 December 2019)

Chief executive officer

Sir Jon Coles

Senior management team and key management personnel

Sir Jon Coles, Chief Executive Officer

Dame Sally Coates, Director of Secondary Education

Mr Darran Ellison-Lee, Director of Primary Education

Mrs Louise Johnston, Chief Financial Officer

Mr Dominic Norrish, Chief Operating Officer

Ms Anna Paige, Director of Strategy and Performance

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**REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Independent auditor

Grant Thornton UK LLP
Statutory Auditor
Chartered Accountants
Victoria House
199 Avebury Boulevard
Milton Keynes
MK9 1AU

Bankers

Barclays Bank PLC
One Snowhill
Snow Hill Queensway
Birmingham
West Midlands
B4 6GN

Solicitors

Stone King LLP
3rd Floor
Bateman House
82-88 Hills Road
Cambridge
CB2 1LQ

UNITED LEARNING TRUST

**DIRECTORS' REPORT
FOR THE YEAR ENDED 31 AUGUST 2020**

The Directors present their annual report together with the financial statements and auditor's report of the Charitable Company for the year from 1 September 2019 to 31 August 2020. The annual report serves the purposes of both a Directors' report and a Trustees' report under company law.

Structure, governance and management**Constitution**

The Charitable Company is a Company limited by guarantee and was set up by a Memorandum of Association on 15 May 2002. The Charitable Company is an exempt charity.

In accordance with the Articles of Association, the Charitable Company has adopted a scheme of governance approved by the Secretary of State for Education. The scheme of governance specifies, amongst other things, the criteria for admitting students to the academies, and that the curriculum should comply with the substance of the national curriculum with an emphasis on a particular subject and its practical applications.

Details of the Directors who served during the year, and to the date these accounts are approved are included in the Reference and administrative details on page 1.

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 whilst a member, or within one year after it ceased to be a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before it ceased to be a member.

Directors' indemnities

In accordance with normal commercial practice, the Charitable Company has insurance in place to protect Directors and Officers from claims arising from negligent acts, errors or omissions occurring whilst on Charitable Company business.

Method of recruitment and appointment or election of Directors and training of Directors

The management of the Charitable Company is the responsibility of the Directors who are elected and co opted under the terms of the Articles of Association.

Directors hold office for three years. They may, if reappointed, remain in office for up to two further consecutive periods of three years. Directors are appointed by the sponsor, United Church Schools Trust.

The training and induction provided for new Directors is dependent upon their existing experience. Where necessary, induction will provide training on charity, educational, legal and financial matters. All new Directors are given tours of the Charitable Company's academies and the chance to meet with staff and students. Directors are provided with copies of the policies, procedures, minutes, accounts, budgets, plans and other documents needed to undertake their role as a Director. The Company Secretary works with the Directors to identify training needs and steps to keep the Directors updated regarding the regulatory environment.

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**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

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

The Board and Committee structures are detailed in the Governance Statement on pages 21 to 26. The areas of responsibility for Directors, the Senior Executives, the Head and the Local Governing Body (LGB) are detailed in appendix 4 of the United Learning LGB Handbook, which is published on the United Learning website. Arrangements for setting pay and remuneration of the key management personnel are detailed in the Governance Statement.

Risk management

The Directors have assessed the major risks to which the Charitable Company is exposed, in particular those related to the operations and finances of the Charitable Company, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

Subsidiary companies

The Charitable Company is the sole member of Regis Community Arena Limited and of The Silver Birch Academy (since dissolved on 22 September 2020), and owns 100% of the issued ordinary shares of ULT Projects Limited, ULT Trading Limited and Bacon's College Educational & Community Services Limited, companies incorporated in England. Further details about these companies are given in Note 17 to the financial statements.

Related parties and other connected charities and organisations

United Church Schools Trust ("UCST") and United Church Schools Foundation Limited are within the same Charitable Group as the Charitable Company. UCST is the sponsor of the Charitable Company which is established as an academy trust, and both continue to assist the Charitable Company to achieve its objectives of providing excellent education within the academy programme.

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

The principal object of the Charitable Company is to provide for the public benefit, education in the United Kingdom in particular, but without prejudice to, the generality of the foregoing by establishing, maintaining and developing schools offering a broad curriculum with a strong emphasis on, but in no way limited to, either one, or a combination of the specialisms specified in the Relevant Funding Agreements, in all cases to include religious instruction in the doctrine and duties of Christianity, principally the same as are taught by the Church of England but also sensitive to the teachings, attitudes and practices of other Christian Communion and Denominations.

The Charitable Company manages the operation of a group of academies to provide education for students of different abilities from nursery to age 19.

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**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Objectives and activities (continued)**About United Learning**

The overall aim of the Charitable Group is to promote excellent education, providing strong schools which enable all young people to make a success of their lives. The roots of our charity can be traced back over 135 years, and over this period, we have founded and developed a large number of schools, focused on the most important social and educational challenges of the day. Our strength as a group of schools lies in the unique collaboration between the state and independent sectors, in our national reach and growing regional clusters and in our dedication to continuous improvement, to developing each pupils' whole character and our pursuit of excellence. Our track record in some of the country's most challenging schools is based on structures and systems which ensure high expectations, rigour, enthusiasm and breadth.

As of 31 August 2020, United Learning – the trading name of the Charitable Group – comprises 14 independent schools operated within UCST, 72 state sector academies operated within the Charitable Company and a central office function that serves all our schools.

COVID-19 Pandemic

The 2019/20 academic year was overshadowed by the COVID-19 pandemic which began to have an impact on all schools across the country from the middle of February 2020.

Our schools remained open throughout February and March until the Government announced the closure of all schools in England from 20 March 2020. During the Lockdown period, our schools offered extensive remote learning programmes so pupils could continue to learn from home. Our schools remained open for children of key workers and those deemed to be vulnerable with up to 1,350 children attending our schools each day. Further detail of the impact of COVID-19 is provided in the relevant sections of the Directors' report.

Framework for Excellence

Our 'Framework for Excellence' sets out the principles of an excellent education that we follow as a group. At the heart of this framework are two principles which articulate what we think schools should provide for young people: 'powerful knowledge' and 'education with character'. The first is about giving young people the knowledge, understanding and cognitive skills they will need to make a success of their lives; the second is about the development of the broader traits, personal qualities and dispositions they will need.

UNITED LEARNING TRUST

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Objectives and activities (continued)**Powerful Knowledge**

Our most important purpose is to teach young people things they would not learn outside school, which free them to think and act more powerfully in their lives. This includes succeeding in examinations and gaining subject-based knowledge but goes beyond it.

Across the Group, the Rosenshine Principles are being used to underpin all work in teaching and learning to support personal development, continuous professional development, work scrutiny, lesson observation, leadership and curriculum development, Schemes of Learning and policies as well as learning planning. The Rosenshine Principles aim to minimise the use of working memory and to work with long-term memory to embed learning. They are firmly based on research which shows how the brain acquires and uses new information as well as research into successful classroom practice.

Whilst the majority of pupils could not physically attend schools during the Lockdown period, their learning continued remotely and our schools sought to deliver a full curriculum through live online lessons, recorded lessons and work packs and learning resources available on our group website and intranet The Hub. During this period, teachers downloaded more than 85,000 curriculum resources from the site and 10,000 pupils logged onto the central pupil-facing site. To ensure every pupil could access remote learning, the Trust purchased 11,800 Chromebooks for use by disadvantaged pupils. In support of the Chromebooks, we provided 2,056 MIFI 4G Routers to give pupils internet access at home where they did not have their own internet broadband connection. We also sourced and supplied 152 laptops for teachers working from home.

Pupils engaged well in the schools' remote learning programmes. Throughout the summer term, the extent to which pupils reported following lessons plans and work packs from their school stayed consistently above 80% as did their understanding of what their teachers were asking them to do. Pupils also felt well supported by their teachers with more than 70% of pupils reporting that they could access support from their teachers when needed. Over 80% of pupils reported that they were sent a good variety of learning tasks to complete throughout the term.

A Common Curriculum

Our schools offer a deep education in inclusive schools. Over the past five years, we have developed a common curriculum for our schools, spanning both primary and secondary phases and covering a range of core subjects: English, maths, science, history, geography, MFL, computing, art and PE.

These curricula are sequenced in such a way as to develop subject mastery and to encourage regular, deliberate practice from students. This is to ensure that every child across our group gets the same core grounding in the body of knowledge needed to succeed in further study and beyond.

Following lockdown in March 2020 we accelerated our efforts to fully resource our curriculum, with lesson-by-lesson resources for teachers and pupils. These resources are hosted on our curriculum website where teachers can access classroom resources such as lesson PowerPoints, quizzes, topic tests and summative assessments. On the pupil side of the website, pupils can access pre-recorded video lessons which include pause points giving them time to complete tasks.

Academic Performance

As a result of the COVID-19 pandemic, GCSE and A Level examinations were cancelled. Despite our, and others', warnings to Ofqual about the risks of the process that they attempted to put in place, results were ultimately based on teachers' predictions for individual students known as Centre Assessed Grades ("CAGs"). Staff calculated CAGs based on a comprehensive range of evidence including mock grades, past coursework and classroom learning.

UNITED LEARNING TRUST

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Objectives and activities (continued)

The CAGs received robust scrutiny from middle and senior leaders within schools and across our cluster system to create the most accurate grades possible for what each student was likely to have received. The CAGs enabled students to receive their individual grades so they could progress on to further and higher education.

In most cases, Sixth Formers were able to progress on to their first choice university which included Russell Group universities and Oxbridge. Likewise, all our schools endeavoured to provide places to students staying on for their school's Sixth Form. Students were also able to secure places at other Sixth Form Colleges and go into further training and apprenticeship courses.

Due to the pandemic, Key Stage 1 and 2 assessments were also cancelled.

Until the suspension of Ofsted inspections in the Spring, several of our academies received Ofsted inspections; **Barnsley Academy, High Hazels Junior Academy, Lambeth Academy, Pegasus Primary School and Timbertree Academy** were judged 'Good' whilst **Trumpington Community College**, which joined United Learning in September 2019, was judged to 'Require Improvement'.

Education with Character

Alongside the intellectual development of young people encompassed within our concept of 'powerful knowledge', we place significant weight on the development of the whole person. We want young people to emerge from school with the personal qualities and wider skills to make the most of their cognitive abilities. We call this Education with Character and this is an increasingly strong feature of our schools.

Across our group, we expect all our pupils to contribute to their school and to society; to try things which they think they cannot do; to persist in the face of difficulty; to become resilient in overcoming obstacles; to manage themselves; to work independently on things which challenge them; to work with others and in teams; to be courageous and caring; to lead. We encourage our schools to develop each student's personal integrity, to ensure they learn to make the right choices even when the rules are not clear.

Our schools have also continued to devise and develop their individual pupil charters – the promise they make to children about what they can expect to experience each year in addition to their normal classroom learning. As part of this, schools have dedicated extracurricular programmes and bring the curriculum to life with visits from external speakers and trips out into their local communities and beyond.

Furthermore, we encourage sustained and meaningful collaboration between our schools and others through a range of group-wide activities, initiatives and competitions designed to further develop their confidence and soft skills and to ready them for the next stages of their school careers.

To ensure our schools are properly meeting the needs of the pupils they serve, we conducted a Learning from Learners Survey which questioned 25,000 Year 7-10 pupils across our academies and independent schools. The survey asked for their views on their school, teaching and learning, themselves as learners, reading and homework, their future and continuous improvement. Headline findings from the academies include:

At Primary:

- 92% of pupils agreed that there is the right level of challenge in their lessons and that feedback helps them to improve;
- 94% of pupils said they were proud of their school;
- 91% of pupils said they felt safe;
- 89% of pupils said they felt a strong sense of belonging to their school.

UNITED LEARNING TRUST

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Objectives and activities (continued)

At Secondary:

- 77% of students agreed that their teachers expect them to be successful;
- 81% of students said they felt safe at school;
- 74% said they were proud of their school;
- 78% of students said that the level of challenge in their lessons is right and that the feedback they receive help them to move on in their learning.

Our commitment to Education with Character remained steadfast throughout the Lockdown period with schools offering online enrichment provision such as physical activity and music. Schools also nurtured and celebrated key personal characteristics such as resilience, hard work and independent study.

Similarly, the schools continued to offer excellent pastoral care and sought to look after the physical and mental wellbeing of pupils in whichever ways they could. To enable our staff to remain in regular contact with pupils and their families, we set up over 4,500 Softphone accounts which enable phone calls via an app on laptops, PCs and smartphones. Over 100,000 calls were made using this service with three months' free usage generously donated by Gamma supported by Lloyds IP. Staff also made hundreds of 'driveway' visits to check on the wellbeing of pupils and organised vouchers or other food support for approximately 15,000 pupils.

Outstanding People and Leadership**Successful Staff Engagement**

Our success as a group is dependent on the excellent people and leadership at all levels of our schools – across the country and centrally. This was reflected in the response rate to our Group Staff Survey which remained high at 87% for our academies. Likewise, our Overall Employee Engagement score (defined by Ipsos Mori as “an employee’s willingness to put discretionary effort into their work in the form of time, thought and energy”) was 78% for academies which is in line with last year’s figure. As in previous years, scores on staff’s pride in their school, motivation and attitudes towards the Group’s aims and values well exceeded the UK, public sector and education norms.

Key findings include:

- 88% of staff said they were proud to work in their school/department;
- 77% felt motivated in their current job;
- 80% said their job gave them a sense of fulfilment;
- 87% said they valued their school/department’s culture.

During Lockdown we continued to communicate regularly with staff. As well as email bulletins from central office, we also held two Chief Executive ‘Town Hall’ briefings in April and May. Each briefing was attended by 2,500 members of staff from across the Group. To support teachers provide remote learning, the Technology Team ran a host of training webinars on using specific software packages. Webinars covered how to deliver live lessons and webinars, how to set, hand in and mark assignments and how to facilitate parental information broadcasts.

The Best in Everyone conference which introduces new staff to the Group was also held virtually and saw an increase in attendance of 12.5% compared to last year. Likewise, our Heads Induction programme was successfully delivered online.

The Group’s response to the COVID pandemic was welcomed by staff at our academies with 94% of those who responded to the June Pulse Survey stating that they were ‘proud’ of their school’s response to the situation.

A total of 72 staff in the Charitable Company were furloughed during the summer term and returned to their

UNITED LEARNING TRUST

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Objectives and activities (continued)

roles in the new academic year. Those who were furloughed are funded by fee paying activities such as after school clubs and nursery provisions. The Charitable Company topped up the salaries of those who were furloughed so that they continued to receive their full pay.

Developing Leaders

Through our range of group-wide initiatives, we aim to give all leaders the opportunity to develop all aspects of their leadership. We want to give them access to the best role models and training from within the Group and the time to reflect and grow as leaders.

Our flagship Leadership Development Residential helps develop Middle and Senior Leaders towards promotional opportunities. These popular two-day training programmes are always fully subscribed and continued to be consistently evaluated as good or outstanding during the 2019/20 academic year. 44 leaders attended the course between September to March, with the summer term events postponed due to COVID-19. We will be reviewing this initiative in the new year to establish how we can take it forward under current government guidelines and restrictions.

Building on our strong relationship with the Institute for Education and the LeadershipColab initiative, we continued to run National Professional Qualifications within ten clusters. The programmes were extended into 2020/21 due to school closures in the Autumn Term. 112 staff members have completed the NPQ in Middle Leadership, with a further 273 continuing their studies. 36 have completed the NPQ in Senior Leadership, with a further 178 continuing their studies. These programmes show our commitment to staff becoming highly effective leaders; building the skills, confidence, and knowledge to drive successful team performance and improve classroom practice.

This year we introduced two new programmes to our leadership development portfolio, the Aspiring to Headship programme and the Senior Leadership Programme. These are free, flexible, bespoke and webinar-based modular courses for talented, aspiring and recently appointed leaders. They are open to both academy and independent school staff within secondary. The programmes run from January to December, bringing together leadership expertise, theory and practice, immersed in educational context, in order to develop and accelerate our most talented leaders. 34 staff members are participating in the Aspiring to Headship programme and 73 are completing the Senior Leadership Programme. Both programmes were already web-based so we were able to continue to run them during Lockdown.

In order to achieve our ambitions, we need a strong supply of talented Head Teachers that are able to operate at system level, whether as an Executive Head or in regional or national roles within the Group. Our System Leadership programme is a three-year initiative for those identified for potential systems/executive level leadership is a central part of our growth strategy. The programme went from strength to strength in 2019/20, with the seven participants in year three of the programme completing their training for ILM7 Executive Coaching and Mentoring. A further 16 commenced and completed year one of the programme, which included them taking part in personality profiling, behavioural interviews, development centres, coaching and two residential. The course sought to help leaders better understand the role of a system leader and support them with managing organisational and career transitions. In a change from the previous cohort, year two and three will see the participants completing the NPQ in Executive Leadership in partnership with UCL Institute of Education. During the summer term, we moved these programmes online so that participants could continue to follow them.

Inclusion, Diversity and Equality

A priority for the Group this year was to take major steps forward in creating a much more diverse and inclusive workforce, paying particular attention to supporting careers in leadership for those from a BAME background. We sought volunteers from within schools to gather views, ideas and input from BAME staff locally to feedback to the Executive Team. Following this, in June, we ran our first BAME Leaders Conference, aimed at Black and Minority Ethnic Middle and Senior Leaders. The aim of the conference was to explore the role of United

UNITED LEARNING TRUST

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Objectives and activities (continued)

Learning's minority ethnic leaders in supporting the Group in creating a more diverse and inclusive organisation. Over 100 Leaders attended the virtual event, setting actions designed to support colleagues in the group-wide continuous improvement of this priority.

United Teaching

Our Initial Teacher Training Scheme, United Teaching continues to move forward strongly with a well-established programme for early career teachers. During 2019/20, we recruited 125 people to train to teach with United Teaching. 100% of trainees 'passed' and were recommended for Qualified Teaching Status.

We have retained the highest number of graduates of this programme into our schools with 81% returning to complete their NQT year.

Ahead of the 2020/21 academic year, a further 184 trainee teachers were recruited and attended our Summer Institutes in July and August.

Partnership with Parents

Communicating regularly with parents about their child's work and wellbeing is a core focus of every United Learning school. Our 2019 Learning from Parents Survey was completed by over 10,000 parents from across our academies and independent schools in both phases. Headline findings for the academies were:

- 92% of parents said they felt their child was safe at school;
- 94% of secondary academy parents said their child's teachers treat them with respect;
- 98% of primary academy parents said their child's teachers treat them with respect;

Parents were similarly supportive during the Lockdown period with 72% of parents who responded to the June Pulse Survey saying that they felt the school cared about them, their child and their needs.

Growth

Over the course of the year, we were pleased to welcome the following new schools into the Charitable Company:

- **Cambridge Academy for Science and Technology, Coleridge Community College, Parkside Community College, Trumpington Community College and The Galfrid School** – which transferred in from the Cambridge Academic Partnership multi academy trust;
- **The John Roan School** – a secondary school in Greenwich, London; and
- **Ham Dingle Primary School** in the West Midlands

We also agreed a Service Level Agreement support contract with **Marsden Heights Community College** in Lancashire.

Public benefit

The Directors confirm that they have complied with their duty to have due regard to the Charity Commission's guidance on Public Benefit when reviewing the Charitable Company's aims and objectives and in planning future activities for the year.

As part of our commitment to public benefit, United Learning made the single biggest contribution of any organisation to the **Oak National Academy** – an online learning resource set up by the Government to support children learning remotely during the Lockdown period.

UNITED LEARNING TRUST

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Objectives and activities (continued)

Post year-end we led a series of DfE webinars for school leaders nationally on remote learning, followed by webinars for teachers.

The Charitable Company has also joined the DfE 'EdTech' programme to provide technology support to other schools nationally.

Achievements and performance**Strategic report****Key performance indicators**

The Charitable Company has a number of performance indicators, some financial, others related to the educational outcome for the pupils. The key indicators are:

1. All schools to improve their academic performance within the year
2. All schools to be removed from categories within appropriate Ofsted timeframe
3. High quality trainee teachers recruited and in schools by the start of the next academic year
4. The Academy Trust to achieve a balanced in year budget

The Charitable Company's schools educational results are set out on pages 6 and 7, Ofsted results on page 7, and trainee recruitment progress on page 10.

The Charitable Company's schools made a surplus before depreciation of £10.1m.

Section 172 Statement

The Directors fulfil their duty to promote the success of the Charitable Company, under Section 172 of the Companies Act 2006 (the Act) and consider the interests of United Learning Trust's key stakeholders when making decisions as follows. United Learning Trust has a clear purpose which is to promote excellent education, providing strong schools which enable all young people to make a success of their lives. This requires the Board, senior leadership team and other employees to maintain an approach to strategic, financial and operational decision making that is values based and sustainable in approach, and therefore aligned to the requirements and expectations of Section 172. Our long-term success relies upon our delivering the strategic objectives described in the Directors' report above through our talented and committed employees; close working relationships with regulators and suppliers, providing benefits to both the pupils in our schools and the wider school community.

In the light of our purpose and strategy as set out in the Directors' Report our Directors take steps to understand the needs and priorities of each stakeholder group and do so via a number of mediums, including by direct engagement through school visits and discussions with employees; employee, parent and pupil surveys; and via committees and forums.

Strategic priorities are discussed with the Board at the start of each year. These are informed by our long-term vision, the outcomes for pupils and other key performance measures from the previous year and the outcomes of our stakeholder surveys. The Board set key performance indicators and targets relating to these priorities and monitor performance against these at each Group Board meeting.

UNITED LEARNING TRUST

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Achievements and performance (continued)**Strategic report (continued)**

At Board meetings, the Directors receive reports summarising the current status of each of our schools and highlighting any notable successes or concerns. Sub-committees, as described in the Governance Statement, meet to enable scrutiny of a wider range of data and reports and to review progress against the strategic objectives.

The Board has designated named Directors to act as the key link between the Board and LGBs, and with the education teams. There are two such designated Directors, one each for secondary and primary academies. The Board has also identified link Directors for safeguarding, people, health & safety and estates, finance and information governance. Link Directors attend relevant meetings of the executive and speak regularly with relevant key employees to provide regular oversight and ensure they understand the key issues facing the organisation and how these are being tackled.

All Directors are invited to visit schools on a regular basis. These visits are generally scheduled alongside education teams so that they are able to observe the way in which Regional Directors/Education Directors engage with senior school staff in pursuing improvement priorities. Their notes of visits are shared with the Executive and with the Board.

United Learning Trust is regulated by the Department for Education ("DfE") and has due regard to the provisions of its funding agreements and the Academies Financial Handbook. Regular returns are submitted to the DfE and Education and Skills Funding Agency ("ESFA"), and we have regular senior contact with both. The Trust is regulated by the Information Commissioner's Officer ("ICO"), and policies and procedures are in place to ensure compliance with General Data Protection Regulations, which have been shared with the ICO.

The Directors consider relationships with suppliers through the oversight of the Group procurement policy and Modern Slavery statement. The impact of the Charitable Company's operations on the community is referred to in the Environmental Policy in the Directors' report.

The outcomes of this engagement with our stakeholders informs Board decision making as described in the Directors' report above.

UNITED LEARNING TRUST

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Achievements and performance (continued)**Strategic report (continued)****Going concern**

After making appropriate enquiries, including full consideration of the impact of the COVID-19 pandemic, the Board of Directors has a reasonable expectation that the Charitable Company has adequate resources to continue in operational existence for the foreseeable future.

The impact of the COVID-19 pandemic has clearly been significant for the operations of the Charitable Company, but financially the impact is not as significant as on some other organisations, with government grants, the main income stream, continuing to be paid as normal. The lockdown restrictions have, however, meant a reduction in other income streams such as lettings and hospitality, and additional costs have been incurred in areas such as property maintenance and cleaning to ensure schools are compliant with DfE COVID-secure guidance. The Charitable Company has been able to offset some of these costs through savings due to lower operating costs during lockdown, and claim income received for certain additional costs incurred when opening for keyworkers.

Savings were also made during lockdown as spend originally budgeted in the year for projects and events was postponed. The budget for 2020/21 includes these delayed costs, and the continuing costs from local and national lockdowns, including increased agency and technology costs as pupils and staff self-isolation numbers increase. The budget, with these additional costs, indicates the Charitable Company will still be able to generate a surplus for the coming year. Various cashflow scenarios have been modelled for the period to 31 August 2022, and the worst-case scenario using pessimistic assumptions shows that the Charitable Company continues to have sufficient cash reserves.

Therefore, based on the current financial position and latest forecasts, the robustness of cash flow management and the level of financial reserves available in the cash flow scenarios, the Board of Directors are confident that the Charitable Company has adequate resources to continue to operate for the foreseeable future, being at least twelve months from the date of approval of these financial statements. 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 Accounting Policies.

Financial Review

During the year, most of the Charitable Company's income was obtained from the DfE and ESFA in the form of grants for fixed asset expenditure and for ongoing running expenses.

In accordance with the Charities SORP Accounting and Reporting by Charities, relevant grants and donations are shown in the Statement of Financial Activities as restricted fixed asset funds. The balance sheet restricted fixed asset fund will be reduced by transfers of amounts equivalent to any depreciation charges over the expected useful life of the assets concerned.

UNITED LEARNING TRUST

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Achievements and performance (continued)**Strategic report (continued)****Funds and reserves**

Unrestricted funds were mainly derived from investment income, other donations and from gift aid payments from trading subsidiaries, ULT Trading Company Limited and Regis Community Arena Limited. The surplus for the year on unrestricted funds (before transfers between funds) was £7.616m (2019: £2.309m).

The restricted general funds (before transfers between funds) show a surplus of £3.740m (2019: £0.336m). The restricted fixed asset fund shows a surplus (before transfers between funds) of £98.167m (2019: £78.210m). The restricted pension funds (before transfers between funds) show a deficit of £20.219m (2019: £24.722m). At 31 August 2020, the net book value of tangible fixed assets was £692m (2019: £593m) and movements in tangible fixed assets are shown in Note 16 to the financial statements.

The Charitable Company held fund balances of £585m (2019: £504m) comprising £699m (2019: £602m) of restricted funds for the specific use of building new academies or refurbishments authorised by the DfE, £4m (2019: £Nil) of other restricted DfE funds, £13m (2019: £5m) of unrestricted funds and a restricted pension funds deficit of £131m (2019: £103m).

The fund balances are adequate to fulfil the obligations of the Charitable Company. To achieve the development plan objectives and for other major capital projects, the Charitable Company remains dependent on the provision of additional fixed asset grants from both the DfE and any sponsors. The restricted funds can only be used for the specific purpose for which they have been given to the Charitable Company.

Reserves policy

The Directors have reviewed the reserves of the Charitable Company. This review encompassed the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves and considered the uncertainty over school funding levels. The Directors therefore believe that the balance of unrestricted reserves of £12.923m (2019: £5.322m) is adequate. Tangible fixed assets are all held for use by existing academies. The purpose of the restricted funds is set out in Note 20.

Material investments policy

The Charitable Company's investment powers are governed by the Memorandum of Association, which permits the Charitable Company's funds to be held in or upon any investments, securities or property as may be thought fit subject to such consents and conditions as may be required by law.

The policy has been to invest temporary surplus amounts with the Charity Official Investment Fund or bank deposit accounts. The Charitable Company has appointed Brewin Dolphin to manage medium to long term investments.

Except for the subsidiaries, ULT Projects Ltd, ULT Trading Company Limited, Regis Community Arena Limited, Bacon's College Educational & Community Services Limited and The Silver Birch Academy, there are no long-term investments held by the Charitable Company.

Principal risks and uncertainties

During the year under review, the Directors and Senior Executives have formally identified, and documented, the major risks to which the Charitable Company is exposed. Those risks have been reviewed by the Risk and Audit Committee and risk management strategies have been implemented. Risk management is embedded in the day to day processes of the Charitable Company.

UNITED LEARNING TRUST

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Achievements and performance (continued)**Strategic report (continued)**

Principal risk areas for the Charitable Company are the protection of pupils and employees, and of assets and data systems. Procedures and governance to minimise these risks are constantly being reviewed and updated.

The principal risks include:

COVID-19 Pandemic

The Charitable Company has considered the live issues and future risks associated with the pandemic as part of the overall risk management framework and whilst enacting our Business Continuity plans at the start of lockdown. Each principal risk has been considered in light of the pandemic and additional mitigating actions and plans included accordingly.

Safeguarding

The Charitable Company has Safeguarding and Child Protection policies in place which focus on the need to ensure that its pupils are safe, feel safe and are fully supported in this respect by their School. These policies, which are available online, also provide a framework for its schools to develop secure processes for identifying and supporting pupils at risk of abuse. The implementation and effectiveness of these policies and procedures, which adhere to Department for Education guidelines on safeguarding and child protection, are regularly monitored and reviewed.

Health and safety

The Charitable Company recognises its position as employer and the health and safety duties this entails. Roles and responsibilities across the organisation are defined in the Group Health and Safety Management Policy and subsidiary topic policies exist to communicate and promote the standards expected of all the Charitable Company's schools to ensure the health, safety and wellbeing of staff, students and other non-employees alike. The implementation of these policies is regularly monitored and any incidents of significance are investigated with the intention of preventing recurrence.

Financial pressures

The Charitable Company is reliant upon Government funding. An economic downturn could have a direct impact on the levels of funding available. To a lesser extent the Charitable Company relies on non-grant income from trading activities such as lettings and leisure facilities which are at risk due to the Covid pandemic lockdown measures.

Senior management and the Directors aim to keep abreast of proposed changes to funding streams and these are taken into account when preparing medium term financial forecasts for each academy.

A large proportion of the Charitable Company's costs relate to staff costs which are relatively fixed each year. There is a risk that a significant drop in grant income may lead to an inability to cover such costs at one or more of the academies.

The markets in which the Charitable Company's schools operate are highly competitive. Consequently, the Academy Trust constantly reviews its teaching and learning processes and policies to ensure that their pupils receive a first class education that helps them to perform to their full ability in all aspects of school life.

The Charitable Company also belongs to several Local Government Pension Schemes ("LGPS") run by the relevant Local Authority for non teaching staff. Under the application of FRS 102 the contributions made by the Charitable Company to these funded defined benefit schemes currently results in the pension deficits recorded in the Statement of Financial Activities. Under FRS 102 the Charitable Company is required to account for

UNITED LEARNING TRUST

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Achievements and performance (continued)**Strategic report (continued)**

retirement benefits when it is committed to provide them, even if the actual provision will be many years into the future. Whilst FRS 102 is maybe seen as a better reflection of the obligations of the employer to fund pension promises to employees, it does not reflect the actual accounting arrangements of the pension fund. It requires the Charitable Company to recognise the total value of all pension obligations that have accumulated (including deferred pensions) at 31 August each year.

A better reflection of a pension fund's actual position comes from the more detailed triennial assessment made by the fund actuary. This assesses and examines the ongoing financial position of the Pension Fund. The actuarial valuation can differ considerably from the FRS 102 valuation. It is the triennial actuarial valuation that is used to review contribution rates to the Fund from the Charitable Company, to ensure that existing assets and future contributions will be sufficient to meet future pension payments, and thus creates a risk in terms of increased contribution rates.

To mitigate these financial risks senior management closely monitor all costs, including increased pension contributions, against budgets on a monthly basis. Variance analysis is undertaken to consider the impact of varying income and costs when budgets are being prepared and through monthly management accounts and reforecasts, and action plans are prepared and implemented to address any adverse impacts. With regards to the LGPS risk we review the accounting reports prepared annually by the respective schemes' actuaries, and Parliament has agreed that in the event of an academy or multi academy trust closure, any outstanding LGPS liabilities would be met by the DfE.

Data protection

Policies and procedures are in place to ensure compliance with General Data Protection Regulations, with information security policies covering the risk of breach or loss of access.

Financial review**Financial risk management objectives and policies**

The Charitable Company uses various financial instruments including cash and items such as trade debtors and trade creditors that arise directly from its operations. The main purpose of these financial instruments is to make effective use of the Charitable Company's resources to fund operations.

The main risk arising from the Charitable Company's financial instruments is liquidity risk.

Liquidity Risk

Financial risk management is managed by the Central Office Finance Department who act as the Charitable Company's treasury function ensuring that surplus funds are deposited so as to maximise interest receivable and ensure security.

The Charitable Company seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs and to invest cash assets safely and profitably.

The Charitable Company finances its operations through retained surpluses. Liquidity and cash flow risks are managed through the appropriate and carefully managed use of financial instruments with our principal bankers.

UNITED LEARNING TRUST

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Achievements and performance (continued)**Financial review (continued)****Fundraising**

United Learning has a soft fundraising approach. In prior years, the Charitable Group has received large donations from individuals, but generally, we do not actively fundraise.

Our current approach is to work to with partners and suppliers from time to time to offer fundraising packages for specific events and programmes such as our annual student and staff award ceremony and our Enterprise Programme.

Our schools occasionally fundraise for themselves or charities via events such as performances, non school uniforms day and fêtes.

With the exception of the above, the Charitable Group does not contact or seek funding from the public or individuals, nor do we work with professional fundraisers. Occasionally, the Group is approached by trusts or individuals who are interested in working with us, and we will provide them with programme and funding information in order to explore funding opportunities that meet both parties' objectives and ethos. In prior years, we have submitted joint bid applications to trusts and funding bodies, such as the Department for Education and the Careers and Enterprise Company along with other charities.

We are members of the Fundraising Regulator Fundraising Preference Service to monitor our fundraising complaints. We did not receive any complaints this year.

Plans for future periods**Future developments**

On 1 September 2020, the Charitable Company welcomed **Sedgehill School** a secondary school in south east London, and on 1 November 2020, the Charitable Company also welcomed **Marsden Heights Community College** in Lancashire. We had been supporting both schools prior to them joining the Charitable Company.

In the next twelve months, the Charitable Company will continue to grow primarily in its existing cluster locations. This includes welcoming **Harrop Fold School** in Greater Manchester with whom we have agreed a Service Level Support Contract.

The Charitable Company will continue to strive to improve the levels of performance of its students at all levels and will continue its efforts to ensure its primary students are well prepared for their secondary education and its secondary students are able to get jobs or a place in further or higher education once they leave its schools.

UNITED LEARNING TRUST

DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

Achievements and performance (continued)

Financial review (continued)

Environmental Policy

The Charitable Company recognises that good environmental management must be an integral and fundamental part of its corporate business strategy.

The Charitable Company believes that protection of the environment is an integral part of good educational practice. The Charitable Company is fully committed to its responsibility for minimising the environmental impacts of its operations, and will continuously aim to improve its environmental performance through the careful management of the Estate.

The Charitable Company seeks to engage all members of the school community to develop a sustainable approach to their work and activities so as to help it achieve its aims. The Charitable Company's commitment includes the environmentally prudent management of its buildings and operations, collaboration with suppliers to improve its indirect environmental impacts, and environmental programmes and education for its employees and pupils.

At the beginning of the academic year, United Learning made a commitment to becoming a carbon neutral organisation within ten years – by the end of the 2029-30 academic year. We are working with The Carbon Trust to conduct a carbon footprint assessment across our schools while also developing a group-wide strategy to inform our prioritisation of areas to address. This will help inform both strategic efforts to minimise the daily impact of our carbon footprint – for example, through building maintenance – as well as how we continue to develop sustainability as an integral element of the curriculum in our schools. This work was paused in March as a result of COVID-19 but resumed over the summer.

As part of this work, all our schools have identified carbon neutral ambassadors whose remit is to share practice and ideas aimed at engaging pupils and staff in meeting our carbon neutral pledge.

Streamlined Energy and Carbon Reporting

Consumption (kWh) and Greenhouse Gas emissions (tCO₂e) Totals

The following figures make up the baseline reporting for the Charitable Company, with this being the first year required to report this information.

Scope 1 consumption and emissions relate to direct combustion of natural gas, and fuels utilised for transportation operations, such as company vehicle fleets, and grey fleet.

Scope 2 consumption and emissions relate to indirect emissions relating to the consumption of purchased electricity in day to day business operations.

Totals

The total consumption (kWh) figures for energy supplies reportable by the Charitable Company are as follows:

Utility and Scope	2019/20 UK Consumption (kWh)
Grid-Supplied Electricity (Scope 2)	24,847,523
Gaseous and other fuels (Scope 1)	49,495,070
Transportation	106,300
Total	74,448,893

UNITED LEARNING TRUST

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Achievements and performance (continued)

Financial review (continued)

The total emission (tCO₂e) figures for energy supplies reportable by the Charitable Company are as follows. Conversion factors utilised in these calculations are detailed in the reporting methodology:

Utility and Scope	2019/20 UK Consumption (tCO₂e)
Grid-Supplied Electricity (Scope 2)	5,792.95
Gaseous and other fuels (Scope 1)	9,116.28
Transportation	24.85
Total	14,934.08

Intensity Metric

An intensity metric of tCO₂e - Total number of pupils per the October census has been applied for the annual total emissions of the Charitable Company.

The methodology of the intensity metric calculations are detailed below, and results of this analysis is as follows:

Intensity Metric	2019/20 UK Intensity Metric
tCO ₂ e/m ²	297.37

Reporting Methodology

Scope 1 and 2 consumption and CO₂e emission data has been calculated in line with the 2020 UK Government environmental reporting guidance. The following Emission Factor Databases consistent with the 2019 UK Government environmental reporting guidance have been used, utilising the current published kWh gross calorific value (CV) and kgCO₂e emissions factors relevant for reporting year 1 September 2019 to 31 August 2020:

Estimations undertaken to cover missing billing periods for properties directly invoiced to United Learning Trust were calculated on a kWh/day pro-rata basis at meter level. These estimations equated to 26% of reported consumption.

Intensity metrics have been calculated utilising the 2019/20 reportable figures for the following metrics, and tCO₂e for both individual sources and total emissions were then divided by this figure to determine the tCO₂e per metric:

- Total number of pupils per the October census 50,220

Pay policy for key management personnel

Details of the pay policy in respect of key management personnel is included in the Governance Statement on page 23.

UNITED LEARNING TRUST

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Trade Union facility time

The tables below set out the Charitable Company's trade union facility time data for the period from 1 April 2019 to 31 March 2020.

Relevant Union Officials

Total number of the Academy Trust employees who were relevant union officials during the relevant period (1 April 2019 to 31 March 2020).

Number of employees	Full time equivalent employee number
43	40

Percentage of time spent on facility time

The percentage of their working hours that relevant unions' officials spent on facility time is as follows:

Percentage of time	Number of employees
0%	8
1% - 50%	35
51% - 99%	0
100%	0

Percentage of pay bill spent on facility time

Total cost of facility time	£73,938
Total pay bill	£246,460,000
Percentage of the total pay bill spent on facility time	0.03%

Paid trade union activities

As a percentage of total paid facilities time hours, the amount of time spent by relevant trade union officials during the relevant period on paid trade union activities.

Time spent on trade union activities as a percentage of total paid facility time hours	7.2%
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UNITED LEARNING TRUST

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Employee involvement and employment of the disabled

Employees have been consulted on issues of concern to them by means of regular consultative committee and staff meetings and have been kept informed on specific matters directly by management. The Charitable Company carries out exit interviews for all staff leaving the organisation and has adopted a procedure of upward feedback for senior management and the Directors.

The Charitable Company has in place a number of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Volunteers policy
- Health & safety policy

The Charitable Company has in place a National Recognition Agreement with the main teaching and support unions. Regular joint meetings of the Joint Negotiating Committee (JNC) are held with this group where matters of mutual interest are discussed and agreed upon.

The union members of the JNC report back to their members through locally appointed representatives. In addition, local meetings are held in the academies where the Principal meets with the local representative to discuss and agree any local issues. Each academy also ensures all staff are kept fully briefed by using a variety of methods including staff meetings and newsletters.

In accordance with the Charitable Company's equal opportunities policy, the Charitable Company has long-established fair employment practices in the recruitment, selection, retention and training of disabled staff.

Full details of these policies are available from the Charitable Company's offices.

Details of the Charitable Group's Gender Pay report can be found on its website at unitedlearning.org.uk

Funds held as custodian on behalf of others

Neither the Charitable Company nor its Directors are acting as a custodian trustee on behalf of others.

Disclosure of information to auditor

The Directors confirm that:

- so far as each Director is aware, there is no relevant audit information of which the Charitable Company's auditor is unaware, and
- that Directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the Charitable Company's auditor is aware of that information.

The Directors' Report, incorporating a strategic report, was approved by order of the Board of Directors, as the company directors, on 10 December 2020 and signed on its behalf by:



Dame Yasmin Bevan
Chair of Directors

UNITED LEARNING TRUST

GOVERNANCE STATEMENT

Scope of responsibility

As Directors, we acknowledge we have overall responsibility for ensuring that United Learning 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 Directors has delegated the day-to-day responsibility to Sir Jon Coles, as Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between United Learning Trust and the Secretary of State for Education. The Accounting Officer is also responsible for reporting to the Board of Directors any material weaknesses or breakdowns in internal control.

Governance

The information on governance included here supplements that described in the Directors' Report and in the Statement of Directors' Responsibilities. The Board of Directors has delegated its powers and functions to a committee of the Board of Directors known as the Group Board. All the Directors of United Learning Trust are members of the Group Board. Members of the Group Board also include persons who are Directors of United Church Schools Trust. The Board of Directors has formally met 9 times during the year and the ULT Board of Directors has held 3 independent meetings.

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

Board member	Group Board meetings attended	Out of a possible
Dame Yasmin Bevan, Chair	9	9
Sir Jon Coles	9	9
Mr Neil Davidson	5	9
Mr Michael George	7	9
Mr Richard Greenhalgh	9	9
Dame Reena Keeble	8	9
Mr David Robinson	2	2
Dr Stephen Critchley	7	7
Mr Neil MacDonald	6	7

Board member	Academy Trust meetings attended	Out of a possible
Dame Yasmin Bevan, Chair	3	3
Sir Jon Coles	3	3
Mr Neil Davidson	2	3
Mr Michael George	3	3
Mr Richard Greenhalgh	3	3
Dame Reena Keeble	3	3
Mr David Robinson	2	2
Dr Stephen Critchley	1	1
Mr Neil MacDonald	1	1

The Board of Directors delegates clear responsibilities to the academies' Local Governing Bodies (LGBs), whose purpose is to provide support and challenge to the academy on behalf of the Board. The functions and duties of the LGBs are set out in the LGB Members' Handbook. The Group Board maintains links with the LGBs through the Company Secretary and designated Directors for the primary and secondary academies. The Chairs and Vice Chairs of the LGBs are invited to attend meetings of the Education Board, which meet three times in the academic year and provide advice on strategy and education, relevant continuing professional development and the opportunity for sharing of best practice with their peers. The Education Board meetings

UNITED LEARNING TRUST

GOVERNANCE STATEMENT (CONTINUED)

Governance (continued)

further enhance communications between LGBs and the Directors.

Review of governance

An external review of Board effectiveness has been commissioned and is currently underway. This was due to take place in May and June 2020 but was deferred due to the Covid Lockdown.

Each Committee has also considered its effectiveness, terms of reference and cycle of business and made any appropriate adjustments.

Board Committees

The Board of Directors has four committees, which advise on matters defined by their terms of reference. The Committees are the Finance Committee, the Risk and Audit Committee, the Nominations and Remuneration Committee and the Education Standards and Performance Committee. The minutes of all committees are made available to the Board of Directors at meetings of the Group Board and any matters of concern are highlighted.

The Finance Committee's purpose is to:

- ensure that the Charitable Company properly plans the use of its finances and is adequately funded to undertake projected expenditure
- review and recommend the annual budgets for approval by the board
- monitor financial performance against agreed budgets
- ensure, with the Risk and Audit Committee, that the Charitable Company's financial statements are supported accurately by management accounts
- monitor and review the Charitable Company's arrangements in relation to investments and make recommendations to the Board in relation to the appointment and removal of investment advisors.

Attendance during the year at meetings was as follows:

Committee member	Meetings attended	Out of a possible
Mr Neil Davidson, Chair	4	4
Dr Stephen Critchley	3	4
Mr Michael George	4	4
Mr Ben Gordon	4	4
Mr Richard Greenhalgh	4	4
Mr Mike Litchfield	4	4

The Risk and Audit Committee's purpose is to:

- ensure implementation of a risk management framework for the Group
- ensure the Charity's annual financial statements are reconciled to the management accounts
- ensure effective audit functions are in place (both external and internal)
- ensure adequate risk management processes are in place
- ensure an adequate internal control environment is established.

The Chair of the Risk and Audit Committee, Professor Colin Coulson-Thomas stood down at the end of his term. Mr Neil MacDonald was appointed as Chair from 1 April 2020. Ms Mary Curnock Cook joined the Committee in May 2020.

Attendance during the year at meetings was as follows:

UNITED LEARNING TRUST

GOVERNANCE STATEMENT (CONTINUED)

Governance (continued)

Committee member	Meetings attended	Out of a possible
Professor Colin Coulson-Thomas, Chair	3	3
Mrs Karen Bowles	6	6
Dr Stephen Critchley	5	6
Ms Mary Curnock Cook	3	3
Mr David D'Arcy Hughes	6	6
Mr Neil MacDonald	6	6

A Group Nominations and Remuneration Committee exists to oversee the appointments of the Group Chairman and Directors and to approve Executive salaries and remuneration. The Committee is chaired by the Chair of the Group Board and it is advised by the Director of HR and the Company Secretary as appropriate.

The Nominations and Remuneration Committee regularly reviews the terms of office, skills and attributes of the Board of Directors. On the basis of this, the Committee plans succession in order to ensure that the Board has available to it the range of skills and experience required to discharge its responsibilities. The Committee makes recommendations to the Board as to the need for new Directors and leads the process of recruitment of Directors as required, making recommendations of appointment to the Board. The Committee ensures that appointment is on merit, but also seeks to ensure that the Board reflects the diversity of the communities it serves.

In considering Executive pay, the Committee takes account of the needs of the organisation for skills, experience and personal capabilities to enable it to achieve its objectives and the price of such skills in the labour market. The Committee considers that in order to attract and retain leaders with the skills to achieve organisational objectives, senior pay must be competitive in the marketplace, taking account of the pay rates of comparably senior and skilled employees in other organisations – particularly in comparable organisations in education, in public service and in the charitable sector, and taking account of the transferability of skills into other sectors. The Committee is also mindful of the need for charities and organisations in receipt of public funding to set pay rates which are publicly defensible and seen to be appropriate.

The Committee considers annual pay in relation to the performance of the organisation, and of individuals against their objectives and in their broader contribution and in any changes to job role.

Attendance at meetings in the year was as follows:

Committee member	Meetings attended	Out of a possible
Mr Richard Greenhalgh, Chair	2	2
Mr Ben Gordon	2	2
Mr David Robinson	1	1
Mrs Sarah Squire	2	2

The Group Education Standards and Performance Committee's purpose is to:

- ensure that the Trust discharges its responsibilities for educational improvement in providing excellent education so that all pupils are able to progress, achieve and to go on to succeed in life
- advise the Group Board with respect to group strategic educational priorities and key performance indicators
- provide an overview, scrutiny and challenge of education performance of all schools
- receive reports from the Executive Team regarding education standards and performance of schools, and to hold the Executive Team to account, against the approved group strategic priorities and key performance indicators relating to schools' educational performance

UNITED LEARNING TRUST

GOVERNANCE STATEMENT (CONTINUED)

Governance (continued)

- review annually the performance of local/cluster governing bodies to ensure they are operating at maximum effectiveness
- receive reports from the Executive Team regarding safeguarding, and to hold the Executive Team to account regarding the effectiveness of policies and processes designed to keep children safe.

Attendance at meetings in the year was as follows:

Committee member	Meetings attended	Out of a possible
Dame Yasmin Bevan, Chair	3	3
Sir Jon Coles	2	3
Ms Mary Curnock Cook	3	3
Dr Rosalind Given-Wilson	3	3
Mr Richard Greenhalgh	3	3
Dame Reena Keeble	2	3

Review of value for money

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

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

- Ensuring that there is effective and continually improving control environment and governance framework in place, thus highlighting inefficiencies and reducing waste
- Continually reviewing and evaluating school improvement strategies to ensure excellent education outcomes are achieved
- Ensuring technical efficiencies through the continual matching of teacher skills to the curriculum
- Group wide procurement savings including technology frameworks being established and energy, insurance and catering contracts renewed and renegotiated.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Charitable Company 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 United Learning Trust for the year from 1 September 2019 to 31 August 2020 and up to the date of approval of the annual report and financial statements.

UNITED LEARNING TRUST

GOVERNANCE STATEMENT (CONTINUED)

Capacity to handle risk

The Board of Directors has reviewed the key risks to which the Charitable Company is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks, including those risks associated with the COVID-19 pandemic. The Board of Directors is of the view that there is a formal ongoing process for identifying, evaluating and managing the Charitable Company's significant risks that has been in place for the year from 1 September 2019 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 Directors.

The Charitable Group has a risk register that identifies the key strategic risks facing the Group, the actions taken to mitigate those risks and the owners of those actions. Risk control is exercised by the senior management team which reviews the risk register on a monthly basis. The Risk and Audit Committee considers the risk register at each of its meetings. Its views are reported to the Board of Directors via the Committee's minutes and the Chair's reports to the Group Board.

The Risk and Control framework

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

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Directors
- regular reviews by the Finance Committee of reports which indicate financial performance against the budgets and of major purchase plans, capital works and expenditure programmes
- setting targets to measure financial and other performance
- clearly defined purchasing (asset purchase or capital investment) guidelines
- delegation of authority and segregation of duties
- identification and management of risks

The Group employs an Internal Auditor and a Head of Internal Audit who have a direct reporting line to the Chair of the Risk and Audit Committee. The Internal Audit service follows best practice professional standards and guidelines. Internal Audit independently and objectively reviews, on a continuous basis, the extent to which the internal control environment supports and promotes the achievement of the Academy Trust's objectives, and contributes to the proper, economic, efficient and effective use of resources.

Internal Audit's role includes giving advice on internal controls and performing a range of checks on the Charitable Company's core financial systems. Checks carried out in the year included testing of school level key controls, covering local governance, procurement, income, cash management, human resources, payroll and fixed assets. Furthermore, testing of non financial systems and departments was conducted, including reviews of the organisation's counter fraud arrangements, estates management, strategic planning and Freedom of Information and subject access requests.

On a quarterly basis, the Head of Internal Audit reports to the Board of Directors through the Risk and Audit Committee on the operation of the systems of control and on the discharge of the Board of Directors' financial responsibilities.

The internal audit plan for the year ended 31 August 2020 was impacted by the COVID-19 pandemic and could not be fully completed. The furloughing of internal audit staff for a period of time also resulted in a reduction of available audit days. In April 2020, Internal Audit ceased work on any audit assignments to prevent any unnecessary pressure on schools and central office functions which led to the postponement of eleven school audits and four central office reviews. Short-term prioritisation and regular reviews of the audit plan took place and from June 2020 onwards internal audit continued to deliver its on-going assurance activities by conducting audits remotely where possible. 59% of the original audit plan was delivered providing a sufficient level of coverage across schools and central office to provide an annual opinion. For the year ended 31 August 2020,

UNITED LEARNING TRUST

GOVERNANCE STATEMENT (CONTINUED)

The Risk and Control framework (continued)

based on the work undertaken, an internal audit opinion of reasonable assurance was given on the adequacy and effectiveness of the organisation's risk management, internal control and governance arrangements.

These arrangements can provide only reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected within a timely period.

Review of effectiveness

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

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

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

Approved by order of the members of the board of Directors on 10 December 2020 and signed on their behalf by:



Dame Yasmin Bevan
Chair of Directors



Sir Jon Coles
Accounting Officer

UNITED LEARNING TRUST

STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE

As Accounting Officer of United Learning Trust I have considered my responsibility to notify the Academy Trust Board of Directors and the Education & Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the Academy Trust, under the funding agreement in place between the Academy Trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2019.

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

J A Coles

Sir Jon Coles
Accounting Officer
Date: 10 December 2020

UNITED LEARNING TRUST

**STATEMENT OF DIRECTORS' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2020**

The Directors (who act as governors of United Learning Trust and are also the directors of the Charitable Company for the purposes of company law) are responsible for preparing the Annual Report and the financial statements in accordance with the Academies Accounts Direction published by the Education & Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the 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 Directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2015 and the Academies Accounts Direction 2019 to 2020;
- make judgements 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 Directors 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 Directors 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 Directors confirm that:

- so far as each Director is aware, there is no relevant audit information of which the Charitable Company's auditor is unaware; and
- the Directors have taken all the steps that they ought to have taken as Directors in order to make themselves aware of any relevant audit information and to establish that the Charitable Company's auditor is aware of that information.

The Directors 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 Directors on 10 December 2020 and signed on its behalf by:



Dame Yasmin Bevan
Chair of Directors

UNITED LEARNING TRUST

**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF
UNITED LEARNING TRUST**

Opinion

We have audited the financial statements of United Learning Trust (the 'Charitable Company') for the year ended 31 August 2020 which comprise the Statement of Financial Activities incorporating Income and Expenditure account, 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 and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice), and the Academies Accounts Direction 2019 to 2020 issued by the Education & Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the Charitable Company's affairs as at 31 August 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; and
- have been prepared in accordance with the Charities SORP 2019 and the Academies Accounts Direction 2019 to 2020.

Basis for opinion

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under that Act. We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter – LGPS property assets valuation

We draw attention to note 28 to the financial statements, which describes the basis for valuation of Local Government Pension Scheme assets. Management engaged actuarial experts to value their share of the Local Government Pension Scheme assets, which are based on valuations prepared by experts engaged by the Local Government Pension Schemes. A number of the Local Government Pension Schemes' experts' valuations in respect of property assets included a 'material valuation uncertainty' as per VPS 3 and VPGA 10 of the RICS Red Book Global. Consequently, less certainty and a higher degree of caution should be attached to management's valuation than would normally be the case. Our opinion is not modified in respect of this matter.

UNITED LEARNING TRUST

**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF
UNITED LEARNING TRUST (CONTINUED)**

The impact of macro-economic uncertainties on our audit

Our audit of the financial statements requires us to obtain an understanding of all relevant uncertainties, including those arising as a consequence of the effects of macro-economic uncertainties such as Covid-19 and Brexit. All audits assess and challenge the reasonableness of estimates made by the trustees and the related disclosures and the appropriateness of the going concern basis of preparation of the financial statements. All of these depend on assessments of the future economic environment and the Charitable Company's future prospects and performance.

Covid-19 and Brexit are amongst the most significant economic events for the UK, and at the date of this report their effects are subject to unprecedented levels of uncertainty, with the full range of possible outcomes and their impacts unknown. We applied a standardised firm-wide approach in response to these uncertainties when assessing the Charitable Company's future prospects and performance. However, no audit should be expected to predict the unknowable factors or all possible future implications for a Charitable Company associated with these particular events.

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 Directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charitable Company'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.

In our evaluation of the Trustees' conclusions, we considered the risks associated with the Charitable Company's business model, including effects arising from Covid-19 and Brexit, and analysed how those risks might affect the Charitable Company's financial resources or ability to continue operations over the period of at least twelve months from the date when the financial statements are authorised for issue. In accordance with the above, we have nothing to report in these respects.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this auditor's report is not a guarantee that the Charitable Company will continue in operation.

UNITED LEARNING TRUST

**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF
UNITED LEARNING TRUST (CONTINUED)**

Other information

The Directors are responsible for the other information. The other information comprises the information included in the annual report including Reference and Administrative details, the Report of the Directors and Strategic Report, the Governance Statement, the Statement on regularity, propriety and compliance and the Statement of Directors' responsibilities, other than the financial statements and our Auditor's Report thereon. Other information includes the Reference and Administrative Details, the Directors' 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 Directors' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Directors' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matter on which we are required to report under the Companies Act 2006

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

Matters on which we are required to report by exception

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 Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

UNITED LEARNING TRUST

**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF
UNITED LEARNING TRUST (CONTINUED)**

Responsibilities of Directors

As explained more fully in the Directors' Responsibilities Statement, the Directors (who are also the directors of the Charitable Company 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 Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Use of our report

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

Grant Thornton UK LLP

Gareth Norris FCA (Senior Statutory Auditor)

for and on behalf of

Grant Thornton UK LLP

Statutory Auditor
Chartered Accountants

Milton Keynes

Date: 11/12/2020

UNITED LEARNING TRUST

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO UNITED LEARNING TRUST AND THE EDUCATION & SKILLS FUNDING AGENCY

In accordance with the terms of our engagement letter dated 8 October 2020 and further to the requirements of the Education & 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 United Learning Trust during the year from 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.

Respective responsibilities of United Learning Trust's accounting officer and the reporting accountant

The Accounting Officer is responsible, under the requirements of United Learning Trust's funding agreement with the Secretary of State for Education dated 26 March 2013 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.

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 Academy Trust's income and expenditure.

The work undertaken to draw our conclusion includes:

- an assessment of the risk of material irregularity and impropriety across the Academy Trust's activities;
- evaluation of the processes and controls established and maintained in respect of the regularity, propriety and compliance of the use of public funds through observation and testing of the arrangements in place and enquiry of the Accounting Officer;
- consideration and corroboration of the evidence supporting the Accounting Officer's statement on regularity, propriety and compliance; and
- limited testing on a sample basis of income and expenditure for the areas identified as high risk.

UNITED LEARNING TRUST

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO UNITED LEARNING TRUST AND THE EDUCATION & SKILLS FUNDING AGENCY (CONTINUED)

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 have not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

Use of our report

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

Grant Thornton UK LLP

Reporting Accountant

Grant Thornton UK LLP

Chartered Accountants

Milton Keynes

Date: 11/12/2020

UNITED LEARNING TRUST

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2020**

	Note	Unrestricted funds 2020 £000	Restricted general funds 2020 £000	Restricted fixed asset funds 2020 £000	Restricted pension funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Income from:							
Donations and capital grants:	3						
Transfers from other trusts	3	279	545	67,367	(3,183)	65,008	71,397
Buildings and funds transferred on conversion	3	375	-	37,679	(2,498)	35,556	-
Other donations and capital grants	3	531	144	17,328	-	18,003	8,354
Charitable activities:							
Funding for the Academy Trust's educational operations	4	-	310,414	-	-	310,414	244,687
Teaching schools	36	-	1,312	-	-	1,312	1,303
Other trading activities	5	9,583	-	-	-	9,583	10,675
Investments	6	319	-	-	-	319	348
Total income		11,087	312,415	122,374	(5,681)	440,195	336,764
Expenditure on:							
Charitable activities:							
FRS 102 LGPS adjustment		-	-	-	14,538	14,538	10,503
Academy trust educational operations	8	3,420	307,725	24,207	-	335,352	269,249
Teaching schools	36	-	950	-	-	950	915
Total expenditure		3,420	308,675	24,207	14,538	350,840	280,667
Net (losses)/gains on investments		(51)	-	-	-	(51)	36

UNITED LEARNING TRUST

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
(CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

	Unrestricted funds 2020 £000	Restricted general funds 2020 £000	Restricted fixed asset funds 2020 £000	Restricted pension funds 2020 £000	Total funds 2020 £000	<i>Total funds 2019 £000</i>
Note						
Net income/(expenditure)	7,616	3,740	98,167	(20,219)	89,304	56,133
Transfers between funds	20 (15)	-	15	-	-	-
Net movement in funds before other recognised gains/(losses)	7,601	3,740	98,182	(20,219)	89,304	56,133
Net income/(expenditure) before other recognised gains and losses						
Actuarial (losses)/gains on defined benefit pension schemes	28 -	-	-	(8,507)	(8,507)	(35,367)
Net movement in funds	7,601	3,740	98,182	(28,726)	80,797	20,766
Reconciliation of funds:						
Total funds brought forward	5,322	294	601,558	(102,651)	504,523	483,757
Net movement in funds	7,601	3,740	98,182	(28,726)	80,797	20,766
Total funds carried forward	12,923	4,034	699,740	(131,377)	585,320	504,523

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 40 to 84 form part of these financial statements.

UNITED LEARNING TRUST
REGISTERED NUMBER: 04439859

BALANCE SHEET
AS AT 31 AUGUST 2020

	Note	2020 £000	2019 £000
Fixed assets			
Intangible assets	15	24	-
Tangible assets	16	692,292	593,018
Investments	17	9,056	9,068
		<u>701,372</u>	<u>602,086</u>
Current assets			
Debtors	18	19,307	17,689
Cash at bank and in hand	24	26,550	16,690
		<u>45,857</u>	<u>34,379</u>
Creditors: amounts falling due within one year	19	(30,532)	(29,291)
		<u>15,325</u>	<u>5,088</u>
Net current assets		<u>15,325</u>	<u>5,088</u>
Total assets less current liabilities		<u>716,697</u>	<u>607,174</u>
Defined benefit pension scheme liability	28	(131,377)	(102,651)
Net assets including pension scheme liabilities		<u>585,320</u>	<u>504,523</u>
Funds of the Academy Trust			
Restricted pension funds	20	(131,377)	(102,651)
Restricted fixed asset funds	20	699,740	601,558
Restricted general funds	20	4,034	294
		<u>703,774</u>	<u>601,852</u>
Total restricted funds	20	<u>703,774</u>	<u>601,852</u>
Unrestricted income funds	20	12,923	5,322
		<u>585,320</u>	<u>504,523</u>
Total funds		<u>585,320</u>	<u>504,523</u>

The financial statements on pages 36 to 84 were approved by the Directors, and authorised for issue on 10 December 2020 and are signed on their behalf, by:



Dame Yasmin Bevan
Chair of Directors

The notes on pages 40 to 84 form part of these financial statements.

UNITED LEARNING TRUST

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2020**

	Note	2020 £000	<i>2019 £000</i>
Cash flows from operating activities			
Net cash provided by operating activities	22	10,643	9,497
Cash flows from investing activities	23	(783)	394
Change in cash and cash equivalents in the year		9,860	9,891
Cash and cash equivalents at the beginning of the year		16,690	6,799
Cash and cash equivalents at the end of the year	24, 25	<u>26,550</u>	<u>16,690</u>

The notes on pages 40 to 84 form part of these financial statements

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

1. Accounting policies

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

1.1 Basis of preparation of financial statements

The financial statements of the Charitable Company, 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 Fund accounting

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

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 and include grants from the Department for Education.

1.3 Basis of consolidation

Consolidated accounts are not prepared as the Charitable Company is a member of the Group headed by United Church Schools Foundation Ltd, a charitable company incorporated in England and Wales, for which consolidated accounts are prepared and are publicly available. The financial statements therefore reflect the results of the Charitable Company as an individual entity.

1.4 Income

All income recognised when the Charitable Company has entitlement to the funds, it is probable that the income will be received and the amount of income receivable 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 entitlement of receipt, its recognition is deferred and included in creditors as deferred income. 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 period for which it is receivable and any abatement in respect of the period is deducted from income and recognised as a liability.

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

• Sponsorship income

Sponsorship income provided to the Charitable Company which amounts to a donation is recognised

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

1. Accounting policies (continued)**1.4 Income (continued)**

in the Statement of Financial Activities in the period in which it is receivable, where receipt is probable and it is measurable.

- **Donations**

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

- **Other income**

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

1.5 Expenditure

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

Expenditure on charitable activities are costs incurred on the Charitable Company's educational operations, including support costs and those costs relating to the governance of the Charitable Company apportioned to charitable activities.

All expenditure is inclusive of irrecoverable VAT.

1.6 Going concern

The Directors assess whether the use of going concern is appropriate, considering whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charitable Company to continue as a going concern. The Directors make this assessment in respect of a period at least one year from the signing date of these financial statements. The Directors have considered the effects of the COVID-19 pandemic in reaching their conclusions, preparing an annual budget and monitoring performance against it with forecasts for the balance of the financial year and beyond, and preparing a range of cash flow forecast scenarios. The Charitable Company maintains reserves to meet unexpected obligations and forecast models indicate that, even allowing for the economic impacts of the pandemic, the Charitable Company has adequate resources to continue in operational existence for the foreseeable future. The financial statements have therefore been prepared on a going concern basis as discussed in the Directors' Report on page 13.

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

1. Accounting policies (continued)

1.7 Tangible fixed assets and depreciation

Assets costing more than £1,000 are capitalised and are carried at cost, net of depreciation and any provision for impairment.

Long-term leaseholds on conversion are included in the Balance Sheet at cost on signature of the lease agreement, representing the point at which the Charitable Company takes over the risks and rewards associated with ownership.

The Directors determine cost with reference to available third party valuations conducted by the ESFA. Where these are not available, the Directors consider other suitably reliable measurement methods including deemed replacement cost and market appraisals conducted by appropriately qualified experts.

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.

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.

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

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost of these assets, less their estimated residual value, over their expected useful lives on the following bases:

Long term leasehold property	- 50 years
Freehold buildings	- 50 years
Short term leasehold property	- 10 years
Plant and machinery	- 4 years
Computer equipment	- 3 years
Motor vehicles	- 10 years
Other fixed assets	- not depreciated

1.8 Investments

Listed fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

1. Accounting policies (continued)

1.9 Intangible assets

Intangible assets costing more than £1,000 are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

The estimated useful lives are as follows:

Amortisation is provided on the following basis:

Software	-	Not yet depreciated
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1.10 Operating leases

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

The Charitable Company has three academies with buildings under Private Finance Initiative (PFI) contracts.

The Transfer Agreement does not transfer the ownership of the new school built by the Contractor until the end of the Project Agreement. Whilst the PFI agreement remains between the Local Authority and the Contractor, the Charitable Company makes an Academy Contribution to the unitary charge via the Schools Agreement to cover the services element of the charge.

The Directors have considered the risks and rewards associated with the agreement and consider that these represent operating lease arrangements, as risks and rewards associated with the PFI buildings are not transferred to the Trust until the end of the contract. Accordingly, the Academy Contributions are recognised as operating charges in the Statement of Financial Activities on a straight line basis over the life of the contract.

At the end of the PFI contract, the risks and rewards will transfer to the Charitable Company, at which point the buildings will be capitalised.

1.11 Taxation

The Charitable Company 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 Charitable Company 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.

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

1. Accounting policies (continued)**1.12 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charitable Company; this is normally upon notification of the interest paid or payable by the Bank.

1.13 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.

1.14 Cash at bank and in hand

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

1.15 Creditors

Liabilities and provisions 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 Charitable Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions 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.

1.16 Financial instruments

The Charitable Company only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the Charitable Company 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 18. Prepayments are not financial instruments. Amounts due to the Charitable Company'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 and other creditors are financial instruments, and are measured at amortised cost as detailed in note 19. 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 Charitable Company's wholly owned subsidiary are held at face value less any impairment.

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

1. Accounting policies (continued)**1.17 Pensions**

The Charitable Company makes contributions to a defined contribution pension scheme for staff and the pension charge represents the amount payable by the Charitable Company to the fund in respect of the year.

Retirement benefits to employees of the Charitable Company are also 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 Charitable Company in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 28, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

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

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

1.18 Conversion to an academy trust

The conversion from a state maintained school to an academy involves the transfer of identifiable assets and liabilities and the operation of the school for £nil consideration.

The transferred assets and liabilities are measured at fair value and recognised in the balance sheet at the point when the risks and rewards of ownership pass to the Charitable Company. An equal amount of income is recognised as a transfer on conversion within 'Income from donations and capital grants'.

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

1. Accounting policies (continued)**1.19 Transfer of existing academy trusts**

The transfer of existing academy trusts to the Charitable Company involves the transfer of identifiable assets and liabilities and the operation of the constituent academy schools for £nil consideration.

The transferred net assets are measured at fair value and recognised in the balance sheet at the point when the risks and rewards of ownership pass to the Charitable Company. An equal amount of income is recognised as a transfer from other trusts within 'Income from donations and capital grants'.

2. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

The Charitable Company 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 28, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 August 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.

When new schools convert to academy status and join the Academy Trust or existing academies join the Academy Trust, the Charitable Company makes the estimates in respect of the fair value of assets and liabilities transferred, using available valuation information as well as in-house expertise.

Critical areas of judgement:

At three of its academies, the Charitable Company occupies buildings under PFI agreements with the local authority and has applied judgement in determining that these buildings should not be capitalised on the balance sheet.

The Charitable Company does not believe that there are any additional critical areas where judgement is used.

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

3. Income from donations and capital grants

	Unrestricted funds 2020 £000	Restricted general funds 2020 £000	Restricted fixed asset funds 2020 £000	Restricted pension funds 2020 £000	Total funds 2020 £000	<i>Total funds 2019 £000</i>
Transfers from other trusts	279	545	67,367	(3,183)	65,008	71,397
Buildings and funds transferred on conversion	375	-	37,679	(2,498)	35,556	-
Buildings donated by ESFA	-	-	6,362	-	6,362	-
	<u>654</u>	<u>545</u>	<u>111,408</u>	<u>(5,681)</u>	<u>106,926</u>	<u>71,397</u>
Donations	531	144	-	-	675	762
Capital grants	-	-	10,966	-	10,966	7,592
	<u>531</u>	<u>144</u>	<u>10,966</u>	<u>-</u>	<u>11,641</u>	<u>8,354</u>
Total 2020	<u><u>1,185</u></u>	<u><u>689</u></u>	<u><u>122,374</u></u>	<u><u>(5,681)</u></u>	<u><u>118,567</u></u>	<u><u>79,751</u></u>
<i>Total 2019</i>	<u><u>160</u></u>	<u><u>366</u></u>	<u><u>93,444</u></u>	<u><u>(14,219)</u></u>	<u><u>79,751</u></u>	

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

4. Funding for Academy Trust's educational operations

	Restricted general funds 2020 £000	Total funds 2020 £000	<i>Total funds 2019 £000</i>
DfE/ESFA grants			
General Annual Grant ("GAG")	260,586	260,586	211,791
Start Up Grants	374	374	243
Other DfE Grants	18,938	18,938	7,874
Pupil Premium	17,969	17,969	15,601
	<hr/>	<hr/>	<hr/>
	297,867	297,867	235,509
Other government grants			
Local Authority Grants	11,600	11,600	9,178
	<hr/>	<hr/>	<hr/>
	11,600	11,600	9,178
Exceptional government funding			
Coronavirus exceptional support	665	665	-
Coronavirus Job Retention Scheme grants	282	282	-
	<hr/>	<hr/>	<hr/>
Total 2020	310,414	310,414	244,687
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<i>Total 2019</i>	<i>244,687</i>	<i>244,687</i>	
	<hr/> <hr/>	<hr/> <hr/>	

The academy trust has been eligible to claim additional funding in year from government support schemes in response to the coronavirus outbreak. The funding received is shown above under "exceptional government funding".

- The costs relating to funding of £665k received under the government's school funding for exceptional costs associated with coronavirus are included in notes 8 and 9 below as appropriate.
- The academy furloughed some of its staff involved in clubs and nursery provisions under the government's CJRS. The funding received of £282k relates to staff costs in respect of 72 staff which are included within note 11 below as appropriate.

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

5. Activities for generating funds

	Unrestricted funds 2020 £000	Total funds 2020 £000	<i>Total funds 2019 £000</i>
Gift aid from trading subsidiaries	2,289	2,289	2,347
Activities for generating funds	7,294	7,294	8,328
Total 2020	<u>9,583</u>	<u>9,583</u>	<u>10,675</u>
<i>Total 2019</i>	<u>10,675</u>	<u>10,675</u>	

6. Investment income

	Unrestricted funds 2020 £000	Total funds 2020 £000	<i>Total funds 2019 £000</i>
Investment income receivable	258	258	270
Bank interest receivable	61	61	78
Total 2020	<u>319</u>	<u>319</u>	<u>348</u>
<i>Total 2019</i>	<u>348</u>	<u>348</u>	

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

7. Academies acquired or disposed in the year

The Charitable Company acquired 7 further academies during the year ended 31 August 2020. The incoming resources and net movement in funds for these academies is shown below. Further details of acquisitions are given in notes 26 and 35.

	Acquired £000
Voluntary income - transfers from Local Authorities on conversion Net assets acquired (note 26)	35,556
Voluntary income - transfers from other trusts Net assets acquired (note 35)	65,008
Incoming resources from donations and capital grants	354
Incoming resources from charitable activities	25,847
Incoming resources from other trading activities	1,010
Resources expended on charitable activities	(28,358)
	99,417

8. Analysis of expenditure on charitable activities

	Unrestricted funds 2020 £000	Restricted funds 2020 £000	Restricted pension funds 2020 £000	Total funds 2020 £000	<i>Total funds 2019 £000</i>
Direct costs	1,713	230,465	14,538	246,716	197,232
Support costs	1,707	101,467	-	103,174	82,520
	3,420	331,932	14,538	349,890	279,752
<i>Total 2019</i>	8,962	260,287	10,503	279,752	

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

	Unrestricted funds 2020 £000	Restricted funds 2020 £000	Restricted pension funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Direct costs					
Teaching and educational support costs	-	196,269	12,503	208,772	164,623
Educational supplies	1,713	6,997	-	8,710	8,636
Examination costs	-	3,051	-	3,051	2,904
Staff development	-	942	-	942	887
Net pension costs	-	-	2,035	2,035	1,383
Technology costs	-	5,825	-	5,825	2,868
Other direct costs	-	17,381	-	17,381	15,931
Total 2020	1,713	230,465	14,538	246,716	197,232
<i>Total 2019</i>	<i>2,561</i>	<i>184,231</i>	<i>10,440</i>	<i>197,232</i>	

	Unrestricted funds 2020 £000	Restricted funds 2020 £000	Restricted pension funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Support costs					
Support staff pay costs	-	40,606	-	40,606	34,706
Depreciation	-	19,991	-	19,991	15,237
Recruitment and support	-	1,010	-	1,010	966
Premises costs	-	24,284	-	24,284	19,984
Insurance	-	1,273	-	1,273	1,173
Catering	1,616	4,906	-	6,522	5,976
Bank interest and charges	-	96	-	96	76
Loss / (profit) on disposal	-	4,216	-	4,216	(3)
Other support costs	91	4,429	-	4,520	3,813
Legal costs	-	326	-	326	308
Professional costs	-	159	-	159	107
Governance costs	-	171	-	171	177
Total 2020	1,707	101,467	-	103,174	82,520
<i>Total 2019</i>	<i>6,401</i>	<i>76,056</i>	<i>63</i>	<i>82,520</i>	

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

9. Expenditure

	Staff costs	Premises	Other costs	Total	<i>Total</i>
	2020	2020	2020	2020	<i>2019</i>
	£000	£000	£000	£000	<i>£000</i>
Academy Trust's educational operations					
Direct costs	208,772	-	37,944	246,716	197,232
Support costs	40,606	24,284	38,284	103,174	82,520
Teaching school	579	-	371	950	915
Total 2020	<u>249,957</u>	<u>24,284</u>	<u>76,599</u>	<u>350,840</u>	<u>280,667</u>
<i>Total 2019</i>	<u>199,940</u>	<u>19,984</u>	<u>60,743</u>	<u>280,667</u>	

10. Net income

This is stated after charging:

	2020	<i>2019</i>
	£000	<i>£000</i>
Depreciation of tangible fixed assets - owned by the Charitable Company	19,991	15,237
Auditor's remuneration - audit	122	117
Auditor's remuneration - other services	46	47
Operating lease rentals - plant and machinery	862	736
Loss/(profit) on disposal of fixed assets	<u>4,217</u>	<u>(3)</u>

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

11. Staff costs

a. Staff costs

Staff costs during the year were as follows:

	2020	<i>2019</i>
	£000	<i>£000</i>
Wages and salaries	178,431	148,529
Social security costs	15,766	13,004
Pension costs	48,745	31,885
	<hr/>	<hr/>
	242,942	193,418
Agency staff costs	5,844	5,020
Staff restructuring costs	1,171	1,502
	<hr/>	<hr/>
	<u>249,957</u>	<u>199,940</u>

Included within Operating costs of pension schemes is £12,503k (2019: £9,057k) in relation to the FRS 102 adjustment for LGPS service costs.

Staff restructuring costs comprise:

	2020	<i>2019</i>
	£000	<i>£000</i>
Redundancy payments	181	641
Severance payments	990	861
	<hr/>	<hr/>
	<u>1,171</u>	<u>1,502</u>

b. Non-statutory/non-contractual staff severance payments

Included within staff costs are non-statutory/non-contractual severance payments totalling £520,915 (2019: £415,705) for the following amounts:

£8,130	£4,000	£2,000	£3,135	£10,000	£10,000	£10,000	£3,000
£21,582	£5,000	£6,245	£2,000	£8,360	£5,000	£14,000	£8,164
£8,000	£12,000	£5,000	£4,300	£15,194	£15,000	£8,000	£10,039
£7,000	£5,639	£1,844	£15,125	£132	£46,600	£16,038	£6,000
£3,500	£7,724	£3,000	£5,898	£969	£10,000	£3,500	£4,001
£30,000	£1,500	£18,302	£13,800	£3,026	£8,500	£2,722	£29,845
£5,000	£12,000	£1,601	£5,500	£20,000	£7,500	£25,000	£1,500

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

11. Staff costs (continued)

c. Staff numbers

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

	2020 No.	<i>2019 No.</i>
Teachers	3,731	2,960
Administration and support	3,105	2,885
	<u>6,836</u>	<u>5,845</u>

d. Higher paid staff

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

	2020 No.	<i>2019 No.</i>
In the band £60,001 - £70,000	109	79
In the band £70,001 - £80,000	48	30
In the band £80,001 - £90,000	26	24
In the band £90,001 - £100,000	16	11
In the band £100,001 - £110,000	7	6
In the band £110,001 - £120,000	5	5
In the band £120,001 - £130,000	3	3
In the band £130,001 - £140,000	3	4
In the band £140,001 - £150,000	3	1
In the band £150,001 - £160,000	1	-

The higher paid remuneration disclosure for United Church School Trust employees is available in the financial statements at unitedlearning.org.uk/Financial-Accountability.

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

During the year, the following amounts were paid to higher paid employees as shown above:

	2020	<i>2019</i>
	£000	<i>£000</i>
Pension contributions to Teachers' Pension Scheme	3,595	1,825
Pension contributions to Local Government Pension Scheme	152	120
Pension contributions to Defined Contribution Schemes	-	3
	<u> </u>	<u> </u>

During the year, 208 (2019: 147) higher paid employees participated in the Teachers' Pension Scheme, 13 employees (2019: 12) participated in a Local Government Pension Scheme and no (2019: 4) employees participated in other Defined Contribution Schemes.

Remuneration was received by the Senior management team and key management personnel of the Charitable Company via other Group entities.

Sir Jon Coles, a Director, is an employee of the Group and is remunerated by the parent company for his services to the Group. He received no remuneration directly from the Charitable Company.

The higher paid remuneration disclosure for United Church School Trust employees is available in the financial statements at unitedlearning.org.uk/Financial-Accountability.

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

12. Central services

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

- Strategy
- Educational improvement support
- Governance and company secretarial
- Estates
- Training
- Human resources
- ICT
- Public relations
- Communications and marketing
- Data collection and analysis
- Finance and accountancy
- Treasury
- Payroll
- Purchase ledger
- Credit control

The Charitable Company charges for these services on the following basis:

- at cost incurred
- on a per pupil basis

The actual amounts charged during the year were as follows:

	2020	<i>2019</i>
	£000	<i>£000</i>
Abbey Hey Primary School	150	150
Accrington Academy	271	268
Avonbourne Boys' Academy	122	10
Avonbourne Girls' Academy	347	27
Bacon's College	260	250
Barnsley Academy	184	183
Beacon View Primary Academy	95	91
Cambridge Academy for Science and Technology	82	-
Carter Community School	82	76
Castle View Academy	128	137
Coleridge Community College	126	-
Corngreaves Academy	49	50
Cravenwood Primary Academy	102	102
Dukesgate Academy	52	30
Glenmoor School	181	162
Goresbrook School	194	178
Grange Primary Academy	45	48
Ham Dingle Primary Academy	93	-

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

12. Central services (continued)

Hanwell Fields Community School	96	93
High Hazels Infants	66	66
High Hazels Juniors	83	82
Hill View Primary School	115	122
Hunningley Primary School	81	81
Irlam and Cadishead Academy	142	84
John Smeaton Academy	203	229
Kettering Buccleuch Academy	401	394
Lambeth Academy	209	231
Langford Primary	48	45
Longshaw Primary Academy	80	36
Manchester Academy	242	244
Marlborough Road Academy	86	55
Midhurst Rother College	243	257
Newstead Wood School	249	249
North Oxfordshire Academy	229	232
Northampton Academy	335	331
Nova Hreod Academy	181	186
Orchard Meadow Primary School	82	77
Paddington Academy	276	280
Parkside Community College	167	-
Pegasus Primary School	106	97
Richard Rose Central Academy	175	169
Richard Rose Morton Academy	149	153
Salford City Academy	170	151
Salisbury Manor Primary School	72	33
Seahaven Academy	154	150
Sheffield Park Academy	261	253
Sheffield Springs Academy	158	160
Shoreham Academy	393	381
Silverdale Primary Academy	44	40
Southway Primary School	139	144
Stockport Academy	219	205
Swindon Academy	387	387
The Albion Academy	164	98
The Galfrid School	113	-
The Hurlingham Academy	109	95
The Hyndburn Academy	92	102
The John Roan School	282	-
The Regis School	353	369
The Totteridge Academy	123	116

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

12. Central services (continued)

The Victory Primary School	101	105
Timbertrees Primary	51	53
Trumpington Community College	94	-
Walthamstow Academy	242	242
Walthamstow Free School	27	25
Whittingham Primary Academy	97	43
Wilberforce Primary	37	48
William Hulme's Grammar School	323	323
Windale Primary School	59	61
Winston Way Primary Academy	157	68
Winton College	193	186
Worsbrough Bank End Primary School	50	50
Wye School	128	118
Total	11,399	9,561

13. Directors' remuneration and expenses

During the year ended 31 August 2020, no Directors received any remuneration (2019 - £NIL).

During the year ended 31 August 2020, no expenses were reimbursed or paid directly to Directors (2019 - £584 to 1 Director).

14. Directors' and Officers' insurance

In accordance with normal commercial practice, the Charitable Company has purchased insurance to protect trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on Charitable Company business. The insurance provides cover up to £2,000,000 on any one claim and the cost for the year ended 31 August 2020 was £nil (2019 - £5,974).

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

15. Intangible assets

	Software £000
Cost	
Additions	24
At 31 August 2020	<u>24</u>
Net book value	
At 31 August 2020	<u>24</u>
<i>At 31 August 2019</i>	<u>-</u>

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

16. Tangible fixed assets

	Freehold land and buildings £000	Leasehold land and buildings £000	Plant and equipment £000	Assets under construction £000	Total £000
Cost					
At 1 September 2019	63,981	595,878	67,262	19,534	746,655
Additions	39	12,060	4,184	2,296	18,579
Transfers from other trusts	27,473	39,057	837	-	67,367
Disposals	-	(4,887)	(24)	-	(4,911)
Transfers between classes	-	15,824	-	(15,824)	-
Transfers from Local Authority	-	37,535	-	-	37,535
At 31 August 2020	<u>91,493</u>	<u>695,467</u>	<u>72,259</u>	<u>6,006</u>	<u>865,225</u>
Depreciation					
At 1 September 2019	1,362	95,892	56,383	-	153,637
Charge for the year	1,703	14,548	3,740	-	19,991
On disposals	-	(672)	(23)	-	(695)
At 31 August 2020	<u>3,065</u>	<u>109,768</u>	<u>60,100</u>	<u>-</u>	<u>172,933</u>
Net book value					
At 31 August 2020	<u><u>88,428</u></u>	<u><u>585,699</u></u>	<u><u>12,159</u></u>	<u><u>6,006</u></u>	<u><u>692,292</u></u>
At 31 August 2019	<u><u>62,619</u></u>	<u><u>499,986</u></u>	<u><u>10,879</u></u>	<u><u>19,534</u></u>	<u><u>593,018</u></u>

The details of transactions arising on conversion and transfers from other trusts are disclosed in note 26 and note 35 respectively.

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

17. Fixed asset investments

	Listed investments £000
Market value	
At 1 September 2019	9,068
Additions	1,710
Disposals	(1,675)
Revaluations	(47)
At 31 August 2020	9,056
Market value	
At 31 August 2020	9,056
<i>At 31 August 2019</i>	9,068

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

17. Fixed asset investments (continued)

Investments - subsidiaries

The Charitable Company owns 100% of the issued ordinary shares of ULT Projects Ltd, a company incorporated in England and Wales, at a cost of £100. ULT Projects Ltd has been dormant for the current and preceding year.

The Charitable Company owns 100% of the issued ordinary shares of ULT Trading Company Limited, a company incorporated in England and Wales, at a cost of £100. The principal activity of ULT Trading Company Limited is the letting of school property and sale of school uniforms.

The Charitable Company owns 100% of the issued ordinary shares of Bacon's College Educational & Community Services Limited, a company incorporated in England and Wales. Bacon's College Educational & Community Services Limited has been dormant since acquisition on 1 March 2018.

The Charitable Company is the sole member of Regis Community Arena Limited (RCAL), a company limited by guarantee. The principal activity of RCAL is the provision of sports facilities and nursery care for children.

The Charitable Company became the sole member of The Silver Birch Academy on 1 April 2019, a company limited by guarantee. The trade and assets of this former academy trust transferred to United Learning Trust on that same date and this company became dormant on that date and was dissolved subsequent to the balance sheet date on 22 September 2020.

The registered office address of all subsidiary undertakings is the same as that of the Charitable Company.

These investments are shown in the Balance Sheet and consolidated accounts are not prepared as the Charitable Company is a member of the United Church Schools Foundation Ltd Group, incorporated in England and Wales, for which consolidated accounts are prepared and are publicly available. These financial statements therefore reflect the results of the Charitable Company as an individual entity.

18. Debtors

	2020	2019
	£000	£000
Due within one year		
Trade debtors	613	871
Amounts owed by group undertakings	517	375
Other debtors	15,452	14,366
Prepayments and accrued income	2,725	2,077
	<u>19,307</u>	<u>17,689</u>

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

19. Creditors: Amounts falling due within one year

	2020	<i>2019</i>
	£000	<i>£000</i>
Trade creditors	8,290	8,440
Amounts owed to group undertakings	503	2,981
Other taxation and social security	4,245	4,010
Other creditors	6,607	4,176
ESFA creditor: abatement of GAG	252	515
Accruals and deferred income	10,635	9,169
	<u>30,532</u>	<u>29,291</u>

Amounts owed to group undertakings are unsecured, interest free and repayable on demand.

	2020	<i>2019</i>
	£000	<i>£000</i>
Deferred income at 1 September 2019	1,969	2,069
Resources deferred during the year	2,180	1,969
Amounts released from previous periods	(1,969)	(2,069)
	<u>2,180</u>	<u>1,969</u>

At the balance sheet date, the Charitable Company was holding funds received in advance, and these are deferred, in relation to Universal Infant Free School Meals funding, Nursery funding and Sports Partnership funding.

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

20. Statement of funds

	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						
General Funds - all funds	5,322	11,087	(3,420)	(15)	(51)	12,923
Restricted pension funds						
Restricted pension reserve	(102,651)	(5,681)	(14,538)	-	(8,507)	(131,377)
Restricted general funds						
General Annual Grant	-	260,586	(257,208)	-	-	3,378
Start Up Grants	-	374	(374)	-	-	-
Other DfE/ESFA Grants	-	18,938	(18,938)	-	-	-
Teaching Schools Pupil Premium	294	1,312	(950)	-	-	656
Exceptional government coronavirus funding	-	947	(947)	-	-	-
Local Authority Grants	-	11,600	(11,600)	-	-	-
Transfers from other trusts	-	545	(545)	-	-	-
Donations	-	144	(144)	-	-	-
	294	312,415	(308,675)	-	-	4,034
Restricted fixed asset funds						
DfE/ESFA/LA capital grants and transfers in	601,558	122,374	(24,207)	15	-	699,740

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

20. Statement of funds (continued)

	Balance at 1 September 2019 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2020 £000
Total Restricted funds	601,852	434,789	(332,882)	15	-	703,774
Total funds	504,523	440,195	(350,840)	-	(8,558)	585,320

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

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

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

Restricted pension funds represent the net deficit on the LGPSs at each reporting date.

Restricted general funds comprise all other restricted funds received and include grants from the Department for Education.

Total funds analysis by academy

Fund balances at 31 August 2020 were allocated as follows:

	2020 £000	2019 £000
Head Office	16,957	5,616
Restricted fixed asset fund	699,740	601,558
Restricted pension funds	(131,377)	(102,651)
Total	585,320	504,523

The Charitable Company manages the cash reserves of the schools centrally in order to ensure sufficient liquidity is available to meet the needs of all the academies within it. Therefore these reserves have been disclosed at Charitable Company level.

Total cost analysis by academy

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

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

20. Statement of funds (continued)

	Teaching and educational support staff costs £000	Other support staff costs £000	Educational supplies £000	Other costs excluding depreciation £000	Total 2020 £000	<i>Total 2019 £000</i>
Abbey Hey Primary School	2,401	338	170	711	3,620	3,652
Accrington Academy	4,591	1,150	214	1,422	7,377	7,957
Avonbourne Boys' Academy	2,259	409	42	1,176	3,886	285
Avonbourne Girls' Academy	4,833	1,390	230	1,542	7,995	513
Bacon's College	5,823	1,405	218	1,929	9,375	9,726
Barnsley Academy	3,168	628	94	1,294	5,184	5,083
Beacon View Primary Academy	1,712	212	68	500	2,492	2,410
Cambridge Academy for Science and Technology	1,081	174	71	534	1,860	-
Carter Community School	1,926	517	85	672	3,200	2,845
Castle View Academy	2,831	484	51	740	4,106	4,137
Coleridge Community College	2,371	382	96	813	3,662	-
Corngreaves Academy	784	145	58	224	1,211	1,286
Cravenwood Primary Academy	1,540	112	55	473	2,180	2,105
Dukesgate Academy	955	128	39	323	1,445	758
Glenmoor School	629	295	128	823	1,875	2,081
Goresbrook School	3,374	524	230	1,032	5,160	4,357
Grange Primary Academy	882	187	38	205	1,312	1,296

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

20. Statement of funds (continued)

	Teaching and educational support staff costs £000	Other support staff costs £000	Educational supplies £000	Other costs excluding depreciation £000	Total 2020 £000	<i>Total 2019 £000</i>
Ham Dingle Primary Academy	1,349	183	60	410	2,002	-
Hanwell Fields Community School	1,851	331	52	375	2,609	2,592
Head Office	204	1,071	57	1,851	3,183	1,702
High Hazels Infants	1,016	224	30	233	1,503	1,495
High Hazels Juniors	1,144	282	53	427	1,906	1,820
Hill View Primary School	1,836	261	38	446	2,581	2,509
Hunningley Primary School	1,340	93	48	527	2,008	1,848
Irlam and Cadishead Academy	2,525	635	122	2,255	5,537	3,228
John Smeaton Academy	3,711	493	170	2,360	6,734	7,482
Kettering Buccleuch Academy	7,326	999	332	1,573	10,230	9,338
Lambeth Academy	4,812	1,081	185	1,429	7,507	6,827
Langford Primary	828	175	39	378	1,420	1,327
Longshaw Primary Academy	1,360	279	50	378	2,067	956
Manchester Academy	5,293	995	153	1,799	8,240	8,717
Marlborough Road Academy	1,480	339	42	484	2,345	1,391
Midhurst Rother College	4,148	869	161	1,060	6,238	5,787
Newstead Wood School	4,268	617	604	1,072	6,561	5,883

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

20. Statement of funds (continued)

	Teaching and educational support staff costs £000	Other support staff costs £000	Educational supplies £000	Other costs excluding depreciation £000	Total 2020 £000	<i>Total 2019 £000</i>
North Oxfordshire Academy	4,663	877	132	1,164	6,836	6,385
Northampton Academy	6,195	963	287	1,736	9,181	8,698
Nova Hreod Academy	3,172	395	234	1,336	5,137	4,771
Orchard Meadow Primary School	1,613	150	51	409	2,223	2,087
Paddington Academy	6,557	1,448	111	2,308	10,424	10,288
Parkside Community College	2,625	233	85	902	3,845	-
Pegasus Primary School	1,627	359	92	469	2,547	2,714
Richard Rose Central Academy	3,306	780	86	967	5,139	4,808
Richard Rose Morton Academy	2,730	620	83	798	4,231	4,046
Salford City Academy	3,216	606	124	1,108	5,054	4,547
Salisbury Manor Primary School	1,282	267	43	415	2,007	876
Seahaven Academy	2,926	477	80	797	4,280	3,887
Sheffield Park Academy	4,785	563	135	1,621	7,104	6,947
Sheffield Springs Academy	3,182	614	95	1,220	5,111	4,511
Shoreham Academy	7,105	1,081	319	1,640	10,145	9,370
Silverdale Primary Academy	792	109	31	215	1,147	1,074
Southway Primary School	2,085	320	70	476	2,951	2,924

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

20. Statement of funds (continued)

	Teaching and educational support staff costs £000	Other support staff costs £000	Educational supplies £000	Other costs excluding depreciation £000	Total 2020 £000	<i>Total 2019 £000</i>
Stockport Academy	3,682	817	123	1,249	5,871	5,304
Swindon Academy	7,432	1,298	471	2,314	11,515	10,364
The Albion Academy	3,140	1,122	132	973	5,367	3,026
The Galfrid School	1,232	131	47	561	1,971	-
The Hurlingham Academy	2,536	620	119	971	4,246	3,719
The Hyndburn Academy	1,790	339	46	588	2,763	3,446
The John Roan School	6,740	1,811	151	1,612	10,314	-
The Regis School	6,073	1,485	154	1,521	9,233	8,982
The Totteridge Academy	3,022	644	87	793	4,546	4,036
The Victory Primary School	1,937	315	55	458	2,765	2,853
Timbertrees Primary	800	143	38	262	1,243	1,259
Trumpington Community College	1,785	264	80	640	2,769	-
Walthamstow Academy	4,462	802	176	1,709	7,149	7,331
Walthamstow Free School	437	68	27	203	735	711
Whittingham Primary Academy	1,649	202	68	430	2,349	1,002
Wilberforce Primary	753	126	48	297	1,224	1,404
William Hulme's Grammar School	6,612	1,130	238	1,900	9,880	9,321
Windale Primary School	1,010	300	57	266	1,633	1,690

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

20. Statement of funds (continued)

	Teaching and educational support staff costs £000	Other support staff costs £000	Educational supplies £000	Other costs excluding depreciation £000	Total 2020 £000	<i>Total 2019 £000</i>
Winston Way Primary Academy	2,212	314	93	608	3,227	1,211
Winton College	5,423	964	242	388	7,017	6,034
Worsbrough Bank End Primary School	810	106	48	301	1,265	1,212
Wye School	2,298	338	72	873	3,581	3,202
	<u>209,347</u>	<u>40,608</u>	<u>8,713</u>	<u>67,968</u>	<u>326,636</u>	<u>265,433</u>

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

20. Statement of funds (continued)

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

	<i>Balance at 1 September 2018 £000</i>	<i>Income £000</i>	<i>Expenditure £000</i>	<i>Transfers in/out £000</i>	<i>Gains/ (losses) £000</i>	<i>Balance at 31 August 2019 £000</i>
Unrestricted funds						
General Funds - all funds	6,306	11,235	(8,962)	(3,293)	36	5,322
Restricted pension funds						
Restricted pension reserve	(42,562)	(14,219)	(10,503)	-	(35,367)	(102,651)
Restricted general funds						
General Annual Grant	-	211,791	(211,791)	-	-	-
Start Up Grants	-	243	(243)	-	-	-
Other DfE/ESFA Grants	-	7,874	(7,874)	-	-	-
Teaching Schools	-	1,251	(915)	(42)	-	294
Pupil Premium	-	15,601	(15,601)	-	-	-
Exceptional government coronavirus funding	-	9,178	(9,178)	-	-	-
Local Authority Grants	-	229	(229)	-	-	-
Transfers from other trusts	-	137	(137)	-	-	-
	-	246,304	(245,968)	(42)	-	294

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

20. Statement of funds (continued)

Restricted Fixed Asset Funds	<i>Balance at 1 September 2018 £000</i>	<i>Income £000</i>	<i>Expenditure £000</i>	<i>Transfers in/out £000</i>	<i>Gains / (losses) £000</i>	<i>Balance at 31 August 2019 £000</i>
DfE/ESFA/LA capital grants and transfers in	520,013	93,444	(15,234)	3,335	-	601,558
Total Restricted funds	<u>520,013</u>	<u>339,748</u>	<u>(261,202)</u>	<u>3,293</u>	<u>-</u>	<u>601,852</u>
Total funds	<u><u>483,757</u></u>	<u><u>336,764</u></u>	<u><u>(280,667)</u></u>	<u><u>-</u></u>	<u><u>(35,331)</u></u>	<u><u>504,523</u></u>

21. Analysis of net assets between funds

Analysis of net assets between funds at 31 August 2020

	Unrestricted funds 2020 £000	Restricted general funds 2020 £000	Restricted fixed asset funds 2020 £000	Restricted pension funds 2020 £000	Total funds 2020 £000
Tangible fixed assets	-	-	692,292	-	692,292
Intangible fixed assets	-	-	24	-	24
Trade investments	9,056	-	-	-	9,056
Current assets	5,591	31,230	9,036	-	45,857
Creditors due within one year	(1,724)	(27,196)	(1,612)	-	(30,532)
Provisions for liabilities and charges	-	-	-	(131,377)	(131,377)
Total	<u><u>12,923</u></u>	<u><u>4,034</u></u>	<u><u>699,740</u></u>	<u><u>(131,377)</u></u>	<u><u>585,320</u></u>

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

21. Analysis of net assets between funds (continued)

Analysis of net assets between funds at 31 August 2019

	<i>Unrestricted funds 2019 £000</i>	<i>Restricted general funds 2019 £000</i>	<i>Restricted fixed asset funds 2019 £000</i>	<i>Restricted pension funds 2019 £000</i>	<i>Total funds 2019 £000</i>
Tangible fixed assets	-	-	593,018	-	593,018
Trade investments	9,068	-	-	-	9,068
Current assets	105	24,920	9,354	-	34,379
Creditors due within one year	(3,851)	(24,626)	(814)	-	(29,291)
Provisions for liabilities and charges	-	-	-	(102,651)	(102,651)
Total	5,322	294	601,558	(102,651)	504,523

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

	2020 £000	<i>2019 £000</i>
Net income for the period (as per Statement of Financial Activities)	89,304	56,133
Adjustments for:		
Depreciation charges	19,991	15,237
Revaluation of fixed asset investments	47	(130)
Dividends, interest and rents from investments	(258)	(348)
(Profit)/loss on the sale of fixed assets	4,216	(3)
(Profit)/loss on the sale of fixed asset investments	4	94
Decrease in debtors	1,467	5,044
Increase/(decrease) in creditors	(774)	1,956
Capital grants from DfE and other capital income	(17,328)	(7,592)
Defined benefit pension scheme obligation inherited	5,681	14,219
Defined benefit pension scheme cost less contributions payable	12,503	9,120
Defined benefit pension scheme finance cost	2,035	1,383
Assets transferred on conversion	(38,054)	-
Assets transferred from other trusts	(68,191)	(85,616)
Net cash provided by operating activities	10,643	9,497

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

23. Cash flows from investing activities

	2020	<i>2019</i>
	£000	<i>£000</i>
Dividends, interest and rents from investments	258	348
Proceeds from disposal of fixed asset investments	1,671	2,319
Acquisitions of tangible fixed assets	(11,421)	(14,750)
Capital grants from DfE/ESFA	10,443	15,029
Acquisitions of fixed asset investments	(1,710)	(2,555)
Proceeds from sale of tangible assets	-	3
Acquisitions of intangible assets	(24)	-
Net cash (used in)/provided by investing activities	<u>(783)</u>	<u>394</u>

24. Analysis of cash and cash equivalents

	2020	<i>2019</i>
	£000	<i>£000</i>
Cash at bank and in hand	26,550	16,690
Total cash and cash equivalents	<u>26,550</u>	<u>16,690</u>

25. 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	16,690	9,860	26,550
	<u>16,690</u>	<u>9,860</u>	<u>26,550</u>

26. Conversion to an academy trust

On 1 September 2019 The John Roan School converted to academy trust status under the Academies Act 2010 and all the operations and assets and liabilities were transferred to United Learning Trust.

The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the Statement of Financial Activities.

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

26. Conversion to an academy trust (continued)

	Unrestricted funds £000	Restricted funds £000	Restricted fixed asset funds £000	Total funds £000
The John Roan School				
Fixed assets	-	-	35,397	35,397
Current assets	341	-	144	485
Pension liability	-	(1,807)	-	(1,807)
Net assets/(liabilities)	341	(1,807)	35,541	34,075

On 1 September 2019 Ham Dingle Primary School converted to academy trust status under the Academies Act 2010 and all the operations and assets and liabilities were transferred to United Learning Trust.

The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the Statement of Financial Activities.

	Unrestricted funds £000	Restricted funds £000	Restricted fixed asset funds £000	Total funds £000
Ham Dingle Primary School				
Fixed assets	-	-	2,138	2,138
Current assets	34	-	-	34
Pension liability	-	(691)	-	(691)
Net assets/(liabilities)	34	(691)	2,138	1,481

	Unrestricted funds £000	Restricted funds £000	Restricted fixed asset funds £000	Total funds £000
Total net assets/(liabilities) from above transferred				
The John Roan School	341	(1,807)	35,541	34,075
Ham Dingle Primary School	34	(691)	2,138	1,481
Net assets/(liabilities)	375	(2,498)	37,679	35,556

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

27. Capital commitments

	2020	<i>2019</i>
	£000	<i>£000</i>
Contracted for but not provided in these financial statements		
Capital commitments	2,790	659
	<u>2,790</u>	<u>659</u>

28. Pension commitments

The Charitable Company operates a defined contribution scheme for the benefit of its employees. The assets of the scheme are managed and held externally on behalf of the scheme members in funds independent from those of the Charitable Company. Employer contributions payable to the scheme during the year amounted to £216,876 (2019: £355,310).

The Charitable Company's other employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed externally. 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 £4,166,792 were payable to the schemes at 31 August 2020 (2019 - £2,251,051) and are included within creditors.

Teachers' Pension Scheme

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

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

UNITED LEARNING TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2020

28. Pension commitments (continued)

Valuation of the Teachers' Pension Scheme

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

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

The 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 £26,900,000 (2019 - £14,600,000).

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 Charitable Company has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Charitable Company has set out above the information available on the scheme.

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2020 was £12,295,000 (2019 - £10,300,000), of which employer's contributions totalled £9,393,000 (2019 - £7,900,000) and employees' contributions totalled £2,902,000 (2019 - £2,400,000). The agreed contribution rates for future years are 10.2 - 20.5 per cent for employers and 5.5 - 7.5 per cent for employees.

As described in note 26 the LGPS obligation relates to the employees of the Charitable Company, who were the employees transferred as part of the conversion from the maintained school and new employees who were eligible to, and did, join the Scheme in the year. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and the Charitable Company at the balance sheet date.

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

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

28. Pension commitments (continued)**Principal actuarial assumptions**

	2020	2019
	%	%
Rate of increase in salaries	3.05	3.23
Rate of increase for pensions in payment/inflation	2.35	2.20
Discount rate for scheme liabilities	1.70	1.85
Inflation assumption (CPI)	2.30	2.19

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

	2020	2019
	Years	Years
<i>Retiring today</i>		
Males	20.5 - 24.7	20.6 - 24.5
Females	23.1 - 27.2	23.1 - 27.2
<i>Retiring in 20 years</i>		
Males	20.8 - 24.7	22.0 - 26.8
Females	23.6 - 27.2	24.7 - 29.4

Sensitivity analysis

	2020	2019
	£000	£000
Discount rate +0.1%	(9,097)	(7,498)
Discount rate -0.1%	9,041	7,578
Mortality assumption - 1 year increase	5,941	3,694
Mortality assumption - 1 year decrease	(5,741)	(3,461)
CPI rate +0.1%	8,519	6,429
CPI rate -0.1%	(8,372)	(6,381)

UNITED LEARNING TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

28. Pension commitments (continued)

The Charitable Company's share of the assets in the scheme was:

	2020	<i>2019</i>
	£000	<i>£000</i>
Equities	111,666	<i>104,508</i>
Bonds	36,737	<i>31,954</i>
Property	16,519	<i>14,819</i>
Cash	7,949	<i>6,693</i>
Other	15,140	<i>10,612</i>
Total market value of assets	<u>188,011</u>	<u><i>168,586</i></u>

As a result of the coronavirus pandemic, the valuation of certain directly and indirectly held property funds within the Local Government Pension Scheme assets have been reported on the basis of "material valuation uncertainty" as set out in Valuation Practice Guidance Application (VGPA) 10 of the Royal Institute of Chartered Surveyors Global Valuation Standards. Consequently, less certainty – and a higher degree of caution – should be attached to the valuations than would normally be the case. Despite this, the Directors have considered the material valuation uncertainty in relation to these pension scheme assets, and concluded that the valuations can still be relied upon. The Directors therefore consider these valuations to represent a fair reflection of the pension scheme assets' fair value, subject to any volatility arising from Covid-19.

The actual return on scheme assets was £3,038,000 (2019 - £10,683,000).

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

	2020	<i>2019</i>
	£000	<i>£000</i>
Current service cost	(21,744)	<i>(13,664)</i>
Past service cost	(64)	<i>(3,254)</i>
Interest income	(2,035)	<i>(1,383)</i>
Benefit changes, gain/(loss) on curtailment and gain/(loss) on settlement	(19)	<i>-</i>
Administrative expenses	(69)	<i>(63)</i>
Total amount recognised in the Statement of Financial Activities	<u>(23,931)</u>	<u><i>(18,364)</i></u>

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28. Pension commitments (continued)

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

	2020	2019
	£000	£000
At 1 September	271,237	174,062
Current service cost	21,744	13,664
Interest cost	5,381	5,450
Employee contributions	2,902	2,436
Benefits paid	(3,297)	(2,036)
Losses on curtailments	19	-
Past service costs	64	3,254
Actuarial losses	8,199	41,983
Liabilities assumed in a business combination	13,138	32,424
	<u>319,387</u>	<u>271,237</u>
At 31 August	<u><u>319,387</u></u>	<u><u>271,237</u></u>

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

	2020	2019
	£000	£000
At 1 September	168,586	131,500
Assets acquired in a business combination	7,457	18,205
Interest income	3,346	4,067
Employer contributions	9,393	7,861
Employee contributions	2,902	2,436
Benefits paid	(3,297)	(2,036)
Actuarial (losses)/ gains	(308)	6,616
Admin expenses	(69)	(63)
	<u>188,010</u>	<u>168,586</u>
At 31 August	<u><u>188,010</u></u>	<u><u>168,586</u></u>

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29. Operating lease commitments

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

	2020	2019
	£000	£000
Not later than 1 year	3,431	3,076
Later than 1 year and not later than 5 years	9,330	9,655
Later than 5 years	13,839	14,314
	<u>26,600</u>	<u>27,045</u>

30. Members' liability

The member of the Charitable Company undertakes to contribute to the assets of the Charitable Company in the event of it being wound up whilst a member, or within one year after it ceases to be a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before it ceases to be a member.

31. Related party transactions

Owing to the nature of the Charitable Company and the composition of the Board of Directors being drawn from local public and private sector organisations, transactions may take place with organisations in which the Directors 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 Charitable Company's financial regulations and normal procurement procedures relating to connected and related party transactions.

United Church Schools Trust ("UCST") is the sole member of United Learning Trust.

UCST provided central services to the Charitable Company as described in Note 12. The total amount charged during the year amounted to £11,399k (2019: £9,561k), and was computed so as to equal the actual cost incurred on a per pupil basis. UCST has provided a statement of assurance confirming this. In entering into this transaction, the Trust has complied with the requirements of the Academies Financial Handbook 2019, the intra group agreement relating to these transactions having been entered into prior to the April 2019 Academies Financial Handbook approval requirements.

At the year end date, balances amounting to £517k (2019: £375k) were due to the Charitable Company, and balances amounting to £503k (2019: £2,981K) were due from the Charitable Company, by other entities in the Charitable Group of which United Church Schools Foundation Limited is the ultimate parent. These balances arise as a result of direct recharges of costs where resources are centrally procured, with the underlying transactions not therefore representing related party transactions.

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32. Post balance sheet events

On 1 September 2020, the Charitable Company welcomed Sedgehill School a secondary school in south east London, and on 1 November 2020, the Charitable Company also welcomed Marsden Heights Community College in Lancashire. We had been supporting both schools prior to them joining the Charitable Company.

In the next twelve months, the Charitable Company will continue to grow primarily in its existing cluster locations. This includes welcoming Harrop Fold School in Greater Manchester with whom we have agreed a Service Level Support Contract.

The Charitable Company will continue to strive to improve the levels of performance of its students at all levels and will continue its efforts to ensure its primary students are well prepared for their secondary education and its secondary students are able to get jobs or a place in further or higher education once they leave its schools.

33. Ultimate parent undertaking and controlling party

The Directors consider that the ultimate parent undertaking of the Charitable Company is United Church Schools Foundation Limited (Company number 00018582), which is the sole member of United Church Schools Trust (Company number 02780748), which is the parent company of United Learning Trust by virtue of being the sole member.

In the opinion of the Directors, there is no ultimate controlling party.

The largest group of undertakings for which group accounts have been drawn up is that headed by United Church Schools Foundation Limited. Copies of the group accounts can be obtained from Worldwide House, Thorpe Wood, Peterborough, PE3 6SB.

34. Agency Arrangements

The Charitable Company acts as an agent distributing 16-19 bursary funds from the Education and Skills Funding Agency ("ESFA"). Payments received from the ESFA and subsequent disbursements to students are excluded from the Statement of Financial Activities as the Charitable Company does not have control over the charitable application of the funds. The Charitable Company can use up to 5% of the allocation towards its own administration costs and this is recognised in the Statement of Financial Activities.

In the year ended 31 August 2020, the Charitable Company received £574k (2019: £509k) and disbursed £410k (2019: £430k) from the fund. An amount of £705k (2019: £541k) is included in other creditors relating to undistributed funds that are repayable to the ESFA if not disbursed.

The Charitable Company acts as an agent distributing bursary funds from the former National College for Teaching & Leadership ("NCTL") which has now been subsumed into the Department for Education. Payments received from the NCTL and subsequent disbursements to students are excluded from the Statement of Financial Activities as the Charitable Company does not have control over the charitable applications of the funds.

In the year ended 31 August 2020, the Charitable Company received £1,685k (2019: £1,392k) and disbursed £1,693k (2019: £1,402k) from the fund. An amount of £12k is included in other debtors (2019: £4k included in other debtors) relating to funds that are owed by or to the Department for Education if not disbursed.

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**NOTES TO THE FINANCIAL STATEMENTS
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35. Transfer of existing academies into the charitable company

On 1 September 2019, Cambridge Academy for Science and Technology, Coleridge Community College, Parkside Community College, The Galfrid School, and Trumpington Community College, part of an existing multi-academy trust, joined United Learning Trust. The following table set out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the Statement of Financial Activities.

Cambridge Academic Partnership

	Value reported by transferring trust £000	Fair value adjustments £000	Transfer in recognised £000
Tangible fixed assets	55,519	11,848	67,367
Current assets	2,043	-	2,043
Current liabilities	(1,219)	-	(1,219)
Pension liability	(3,183)	-	(3,183)
Net assets	<u>53,160</u>	<u>11,848</u>	<u>65,008</u>

	Unrestricted funds £000	Restricted funds £000	Restricted fixed asset funds £000	Total funds £000
Cambridge Academic Partnership				
Fixed assets	-	-	67,367	67,367
Current assets	1,342	701	-	2,043
Current liabilities	(1,063)	(156)	-	(1,219)
Pension liability	-	(3,183)	-	(3,183)
Net assets / (liabilities)	<u>279</u>	<u>(2,638)</u>	<u>67,367</u>	<u>65,008</u>

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36. Teaching school trading account

	2020	2020	<i>2019</i>	<i>2019</i>
	£000	£000	<i>£000</i>	<i>£000</i>
Income				
Direct income				
Funding received	1,312		1,303	
Total income		1,312		1,303
Expenditure				
Direct expenditure				
Staff costs	579		611	
Other expenditure	371		304	
Total direct expenditure	<u>950</u>		<u>915</u>	
Total expenditure		950		915
Surplus from all sources		<u>362</u>		<u>388</u>
Teaching school balances at 1 September 2019		294		(94)
Teaching school balances at 31 August 2020		<u><u>656</u></u>		<u><u>294</u></u>

The Teaching School surplus of £656k (2019: £294k) was represented wholly by restricted general funds.