

**THE WENSUM TRUST**  
**(A Company Limited by Guarantee)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**THE WENSUM TRUST**  
**(A Company Limited by Guarantee)**

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**THE WENSUM TRUST**  
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**REFERENCE AND ADMINISTRATIVE DETAILS**

<b>Members</b>	Thomas Bailey Maria Piper Chloe Smith John Smith
<b>Trustees</b>	John Smith, Chair Mary Richards, Vice Chair Anne-Louise Alder Patrick Gorman Edwin Pearson Daniel Thrower Jason Tipple Zaliha Williamson
<b>Company registered number</b>	07982312
<b>Company name</b>	The Wensum Trust
<b>Principal and registered office</b>	Middletons Lane Hellesdon Norwich Norfolk NR6 5SB
<b>Company secretary</b>	Jennie Reynolds
<b>Chief executive officer</b>	Daniel Thrower
<b>Executives / Senior management team</b>	Executives  D Thrower, Chief Executive Officer T Rolfe, Strategic Lead – Secondary / Principal at Hellesdon High School A Hamilton, Strategic Lead – Primary (from 1st January 2020) C Everard, Director of Operations and Finance S Warnes, Executive Office Manager to 30 June 2020 . Academies Senior Leadership A Ogle, Principal at Alderman Peel High School H Watts, Principal at Acle Academy S Waterfield, Headteacher at Arden Grove Infant and Nursery School R Stroulger, Headteacher at Burnham Market and Wells Primary School R Robinson, Headteacher at Firside and Kinsale Junior School R Dewing, Headteacher at Garrick Green and Lodge Lane Infant School S Coleman, Headteacher at Heather Avenue Infant School M Earl, Principal at Hellesdon High School

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

**Independent auditors** Price Bailey LLP  
Chartered Accountants and  
Statutory Auditors  
Anglia House, 6 Central Avenue  
St Andrews Business Park  
Thorpe St Andrew  
Norwich  
Norfolk  
NR7 0HR

**Bankers** Lloyds Bank Plc  
Norwich  
Norfolk

**Solicitors** Eversheds LLP  
Ketts House  
Station Road  
Cambridge  
CB1 2JY

**THE WENSUM TRUST**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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The Trustees present their Annual Report together with the financial statements and Auditor's Report of the charitable company for the year 1 September 2019 to 31 August 2020. The Annual report serves the purpose of being the Trustees' Report (including the Strategic Report and Directors' Report) as required under company law.

The Trust now operates with a family of four infant schools two of which have nursery provision, two junior and two primary schools and three high schools and includes the sixth form at Hellesdon High School. These schools are all located in Norfolk, in three geographically distinct hubs; City, Rural and Coastal.

The Academies have a combined capacity of 4,348 student places. At the time of the January 2020 census, there were 4,277 students on roll.

The Trust is committed to enabling the very best educational outcomes for students aged 3 to 19 years. All schools enjoyed a positive set of results in previous academic years (see Achievements and Performance on page 8 for details of 2020 outcomes).

In addition to an academic focus, the Trust is in a unique position in association with its strategic partners to offer a wide variety of experiences to ensure our students are equipped to make the best choices as they move through education. We continue to work with the Community Sports Foundation to offer post 16 education. Partnerships continue with North Walsham Rugby Club, The Sea Cadets in Wells next the Sea, Norwich Theatre Royal and the East Anglian Zoological Society. All these partnerships provide extended educational provision and opportunities for students across all phases to widen their experiences.

The Trust intends to add further schools which fit with the overall strategic plan of the Trust and enhance our hub model. This will aid the process of transition and develop further the ethos of providing high quality education from Nursery to Sixth Form.

The Wensum Trust continues to offer a range of centralised services to academies within the Trust. These have continued to be refined and improved to ensure the trust delivers one of the best centralised models and delivers economies of scale. The key areas include; Budgeting and Financial Management, Business Management, Marketing, Data Management, Estates Management, HR & Payroll services, Information Technology support, Lettings Management, Teaching and Learning support and Governance.

## **Structure, governance and management**

### **a. Constitution**

The academy trust is a charitable company limited by guarantee, with no share capital, and is an exempt charity.

The charitable company's Memorandum and Articles of Association are the primary governing documents of the academy trust.

The Trustees of The Wensum Trust are also the directors of the charitable company for the purposes of company law. The terms Trustee and Director are interchangeable.

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

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

The charitable company, known as The Wensum Trust, at the end of the accounting period included the following Academies:

- **Hellesdon High School**  
Converted to Academy status on the 1 April 2012 and became The Wensum Trust in February 2016.
- **Firside Junior School**  
Converted and joined the Trust on the 1 September 2016.
- **Acle Academy**  
Converted to Academy status on 1 September 2012 and joined the Trust on the 1 October 2016.
- **Arden Grove Infant School**  
Converted to Academy on 1 June 2013 and joined the Trust on the 1 October 2016.
- **Garrick Green Infant School**  
Converted and joined the Trust on the 1 October 2016.
- **Lodge Lane Infant School**  
Converted and joined the Trust on the 1 February 2017.
- **Heather Avenue Infant School**  
Converted and joined the Trust on the 1 April 2017.
- **Burnham Market Primary School**  
Converted and joined the Trust on the 1 July 2017.
- **Wells next the Sea Primary School**  
Converted and joined the Trust on the 1 September 2017.
- **Alderman Peel High School**  
Converted and joined the Trust on the 1 November 2017.
- **Kinsale Junior School**  
Converted and joined the Trust on the 1 July 2019.

The operations of the Trust's Academies and employment of staff are the responsibility of the Trustees. The Trust retains control of Academy budgets and finances, and monitors these through its Budget and Infrastructure Committee.

Each Academy has appointed Local Advisory Boards (LABs) who are responsible for the monitoring of Teaching and Learning and have customised powers in accordance with the scheme of delegation and approved by the Board of Trustees.

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

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

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

**b. Members' liability**

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

**c. Trustees' indemnities**

In accordance with normal commercial practice, the Trust has purchased insurance to protect Trustees and Officers from claims arising from negligent acts, errors or omissions occurring whilst on Trust business. The DfE Risk Protection Arrangement (RPA) insurance provides cover up to £10,000,000 on any one claim. This is an aggregated total over the period of one year.

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

The arrangements are set out in the Articles of Association and Funding Agreement. Members of the Trust are able to co opt additional Members. Members are appointed by special resolution.

The Chairman can be elected from the members of the Board of Trustees by ordinary resolution.

Appointment of Trustees will focus on the recruitment of people with the right skills who can contribute to the Board.

Trustees are appointed for a fixed term. For the financial year ending August 2020 the Chief Executive Officer (CEO) was appointed as a member of the Board of Trustees. Other Trustees are elected to office or appointed if there are insufficient candidates offering themselves for election. The Articles of Association make provision for 9 Trustees plus a minimum of 2 Parent Trustees elected or appointed under Articles 53 56B. In the absence of 2 Parent Trustees on the Board, their presence is necessary at Local Governing Body level. The Trustees have not appointed parent members to the Trust Board; each local board's constitution has provision for 2 parent governors.

The trust employs an independent Lead Clerk to provide guidance to the Trustees on their statutory duties and coordinate the flow of information between the trust and the local boards.

The Members may appoint by ordinary resolution up to 10 Trustees. No employee other than the CEO may be appointed as a Trustee.

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

The Trust is committed to providing opportunities for Trustees and Governors to undertake and receive suitable training to enable them to perform their role effectively. Training is provided for new Trustees and is based on their existing and previous experience and appropriate to the role they undertake with particular emphasis on the committee work that they will undertake. Additional training is identified by the individuals and a skills audit is undertaken every 2 years. Records of any training undertaken are kept in a training log stored on GovernorHub.

For the financial year ending August 2020 the Trust currently subscribes to Learning Link via the National Governance Association (NGA) as well as by independent providers.

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

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

**f. Organisational structure**

The governance of the Trust is defined in the Memorandum and Articles of Association together with the Funding Agreement with the Department for Education.

The Trust Board meets on at least 6 occasions per year, additionally, each of its sub committees meets at least 4 times per year. The Board of the Trust is responsible for the vision, strategic direction and ethos of the Trust. Additionally, the Trustees are responsible for adopting an annual budget, monitoring the Trust's operational and financial performance by use of those budgets, benchmarking data of individual Academies and making major decisions about the direction of the Trust including capital expenditure and senior staff appointments.

The Standards and Achievement Committee meet at regular intervals throughout the academic year, with a focus on standards, relating specifically to: learning, curriculum, teaching, attendance, behaviour and safeguarding.

A Budget and Infrastructure Committee monitors the Trust Budget both at a high level and individual Academy level. The Committee also monitors the academy's buildings and facilities, ongoing works that may affect site safety including results of annual fire inspections and other health and safety inspections.

A Risk and Audit Committee was put in place in September 2019 and scrutinises risk management and governance as well as informing the internal scrutiny programme of work. The committee also reviews the annual accounts.

The Remuneration & HR Committee reviews HR matters and considers remuneration proposals for members of staff across the Trust. The committee maintains oversight of the appraisal system, remuneration of employees and approves staffing structures.

A Policy sub-committee meet regularly as a strategic requirement for the next 1 – 3 years. The committee's aim is to review and standardise all policies required by the Trust.

Local Advisory Boards (LABs) have been established for each Academy within the Trust. LABs have tailored delegated responsibility for the monitoring of Teaching and Learning including key roles focussing on vulnerable groups and safeguarding. The Trust Board retains formal accountability for their operation and the strategic management and the policies of the Trust as a whole. Chairs forums are held during the year to make enable the Trust Board and the Chairs of each LAB to review plans and exchanges views and ideas on the running of the Trust.

An Operations Board, where each academy is represented by their Principals / Headteacher meets on a monthly basis. This is a key delivery and decision making forum responsible for ensuring collaborative working between primary and secondary phase and across the Trust, enabling the sharing of good practice to support the aims and objectives of the Trust. The Operations Board provide information regarding school performance, share experience of external monitoring i.e. result of Ofsted inspections as well as sharing in local, regional and national educational developments.

During 2019–20 the Trust Board met 9 times; all the meetings were scheduled in the Trust calendar.

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

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

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

Key management personnel include Trustees and those staff to whom the Trustees have delegated significant authority and responsibility in the day to day running of the Trust.

Arrangements for setting the pay and remuneration of the Trust's key management personnel is overseen by a Remuneration and HR Committee and approved by the Trust Board. Pay and remuneration for key management personnel is decided by a variety of contributory factors, such as the Academy group size, ISR, the pay scales for each role and the level of experience of each staff member and individual performance against agreed objectives. In addition, pay levels may be affected by nationally agreed pay awards, the ability to recruit and retain in post, all of which are in accordance with the Trust's appoint and pay policies. The Trust's teachers' pay policy is based on the national, agreed pay policy as outlined in the School Teachers' Pay and Conditions Document. The Trust adheres to Local Government pay arrangements for support staff and follows the Local Government pay spine.

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

All transactions with connected parties/organisations are conducted at arm's length, and in accordance with the Trust's financial regulations and normal procurement procedures.

Any transaction where the Trustee may have a pecuniary interest is only undertaken in accordance with the 'at cost' principle described in the Academies Financial Handbook.

The Trust cooperated with various organisations during the academic year in pursuit of its charitable activities. Formal agreements are in place with:

- Norwich City Community Sports Foundation
- Wells next the Sea Sea Cadets
- The Theatre Royal Norwich
- Norfolk County Council (including Educator Solutions)
- North Walsham Rugby Club
- The Zoological Society of East Anglia Ltd

The Trust does not have a formal sponsor.

**i. Engagement with employees (including disabled persons)**

The Trustees recognise that our employees are fundamental and core to our business and delivery of high quality education. Our success depends on attracting, retaining and motivating employees. The Trustees factor the implications of decisions on employees and the wider workforce, where relevant and feasible. Where appropriate, the Trust consults on matters such as policy, pay, health, safety and welfare with the relevant support staff and teaching trades unions.

The Trust provides information to employees generally by way of email, memoranda and staff meetings. Information is channelled via leadership meetings, staff briefings and via the Intranet. Employees are encouraged to familiarise themselves with Ofsted reports, available from the Trust website and student progress and attainment statistics, when they are made available.

Applications for employment by disabled persons are given full and fair consideration for all vacancies in accordance with their particular aptitude and abilities. In the event of employees becoming disabled then every effort is made to retrain them in order that their employment within the Trust may continue.

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

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

**j. Engagement with suppliers, customers and others in a business relationship with the academy trust**

The Trustees have implemented clear policies and procedures for dealing fairly with suppliers. Formal orders are placed and agreed payment terms always adhered to. To ensure service continuity during and after the current coronavirus outbreak the Trust has followed the guidelines of the Government Procurement Policy Note (PPN) that sets out information and guidance for public bodies on payment of their suppliers.

Whilst pupils encounter engagement on a daily basis, engagement with parents is carried out through regular newsletters and face-to-face meetings.

**k. Trade union facility time**

The Trust reports that it has been required to pay a total of £9,463 in the year to the 31 August 2020 to Norfolk County Council for outsourced trade union facility time. This figure is calculated on student numbers and was based, pro rata (dependent on the time of joining the Trust) at 3,933 students on roll. This cost does include some discount, however will increase with escalating student numbers.

**l. Employing staff under the Trust policy for equality and diversity**

The Wensum Trust recognises that as an employer of in excess of 250 staff, there is a requirement to publish its policy regarding the employment, continued employment, training, career development and promotion of disabled persons. This is delivered through the practice as outlined in the Trust's Equality Policy and in conjunction with Annex A, Equality and Diversity for School Staff.

The Trust works diligently to:

- Eliminate disability discrimination
- Eliminate harassment of disabled people
- Promote equality of opportunity of disabled people
- Take steps to take account for disabled person's disabilities
- Promote positive attitudes towards disabled people
- Create a supportive and inclusive working environment, free from discrimination
- Encourage participation by disabled people in public and Trust/MAT life

Managers are given appropriate training on equal opportunities awareness and equal opportunities recruitment and selection best practice.

**Objectives and activities**

**a. Objects and aims**

The principal object and aims of the Charitable Company are the operation of a number of Academies to provide free education and care for students of different abilities within its local community between the ages of 3 and 19 years.

The Trust is to advance for the public benefit the quality of education in Norfolk by establishing, maintaining and developing schools to provide broad, balanced and challenging curricula and learning environments.

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

**Objectives and activities (continued)**

**b. Objectives, strategies and activities**

The Wensum Trust objectives are set out in the Articles of Association. In summary, it is to improve the level of education provision in Norfolk whether directly through our own Academies or indirectly through working with other education providers in the region.

In accordance with the Articles of Association the Trust has adopted a Master Funding Agreement (MFA) approved by the Secretary of State for Education, as restated in the agreement dated 16 February 2016. The MFA, together with the Supplemental Funding Agreements relating to each academy, stipulates the obligations of the Trust in running academies under its control and how we are regulated and overseen by the Department for Education.

Our Trust aim is to deliver an exceptionally high standard of education for the children of East Anglia. Our Academies have one mission: to provide the best education possible to achieve the highest outcomes for our students both socially, emotionally and academically.

We deliver through:

- A knowledge based broad curriculum (that in every one of our schools demonstrates clear intent, implementation and impact) with learning that is structured by traditional subjects, properly sequenced to ensure systematic, thorough teaching for all;
- Rich cultural pursuits as essential activities, championing access and involvement in the arts and sport;
- A robust collegial approach that promotes sustained improvement across all areas of the Trust.

Our success in fulfilling our aims can be measured by:

- Sustained increase in student outcomes measured at the end of EYFS, Year 1, Key Stage 1, Key Stage 2, Key Stage 4, Key Stage 5;
- Increase in student numbers;
- Retention of students on roll;
- Increase in the number of students accessing Russell Group universities;
- Increase in the number of students gaining college places for continued vocational study;
- Increase in the number of students gaining apprenticeships;
- Decrease in the number of students not in education, employment or training.

The Trust has developed a central services team of highly skilled and experienced professionals who continue to identify opportunities to work across our schools. This consolidates finance, human resources, payroll function, procurement and other operational functions across all academies. These have been restructured to increase efficiency and exploit the size of the Trust to bring about economies of scale.

Specific priorities for the year ahead include:

- Ongoing improvement in educational standards at all of our schools;
- All schools to be judged 'good' or above;
- Assisting in the development of our hub operating model in delivering a joined up curriculum and seamless transition for our students, both through advice and support;
- Offering all students unique learning opportunities through existing and new strategic partners;
- Further develop our Talent Management programme to deliver career opportunities for our valued staff;
- Achieve further cost savings through applying economies of scale and generate additional income to increase funding available to support the Trust's core purpose in providing a broad and balanced curriculum for each and every student;
- Work with the Local Authority to establish an SRB supporting special needs and early childhood Trauma,
- Provide for every child's mental health and wellbeing, acknowledging the need to be attachment aware and trauma responsive;

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

**Objectives and activities (continued)**

- For the Trust and its academies to support and promote environmental initiatives and participate in important conservation projects;
- Extend and develop our outreach to local families and communities;
- Consider sponsorship of additional academies, nurseries or pre schools that offer a good fit with the Trust's aims and existing schools;
- Working in collaboration with other Trusts to develop mutual benefits.

The trust is fortunate to have a large group of committed volunteers who take an active part in the educational and non educational activities of the Trust.

**c. Public benefit**

The Trustees believe that by working towards the objects and aims of the Trust as detailed above, they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission. The catchment area of The Wensum Trust is Norfolk.

**Strategic report**

**Achievements and performance**

The Trust continued its mission that students achieved their potential in public examinations; encouraged a wide range of extracurricular activities; developed and retained suitable staff and guided students in suitable progression when they left their Academy.

Secondary Phase Schools (including sixth Form)

Public examinations in 2020 were cancelled due to the coronavirus pandemic and teachers were asked to enter a Centre Assessment Grade (CAG), which is the teacher's professional judgement of the most likely grade a student would have achieved if public examinations had gone ahead. These grades are not comparable to results from previous years. They are also not comparable to local or nationally aggregated data.

Primary Phase Schools

National Curriculum Assessments, including Teacher Assessments, in 2020 were cancelled due to the coronavirus pandemic.

The Trust was appointed by the Minister of State for Schools' Standards to run the English Hub for Norfolk. This recognises the significant achievements in phonics achieved by our two Outstanding Infant schools, Arden Grove and Heather Avenue. Outreach work has been taking place since September 2019, however the official launch of the English Hub initiative was delayed due to the coronavirus pandemic. The launch is planned for the spring term 2021.

The Wensum Trust has an agreed 5-year strategic plan and this is being implemented. The strategic plan is aligned to the Trust's Vision and the following set of Strategic Aims which set the culture and ethos of all academies in the Trust:

- Lead, Influence and Engage
- Inspire, Motive and Transform
- Innovate, Collaborate and Build

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

**Strategic report (continued)**

**Achievements and performance (continued)**

**a. Key performance indicators**

The Trustees receive regular information at each committee and Board meeting to enable them to monitor the performance of each school within the Trust and the Trust as a whole, compared to in year objectives, strategies and financial budgets. The Trust's primary KPIs are based on teaching and learning outcomes, looking at achievement and progress for all our students.

In addition, the Trustees have agreed a suite of financial KPIs including:

- Staff as a percentage of General Annual Grant (GAG)
- Teaching staff as a percentage of GAG
- Cost of staff as a percentage of total income
- Staff as a percentage of total expenditure
- Average monthly teacher cost
- Average annual teacher cost
- Cost of Teaching and Learning Responsibility point per student
- Teacher contact ratio
- Annual leadership cost per student

As funding is based on student numbers this is a key performance indicator. Total student numbers for 2020 were 4,348 against a forecast of 4,277 (2019: 3,922 against a forecast of 3,933).

A key financial performance indicator is staff costs as a percentage of total income (excluding amounts on conversion and restricted fixed asset income), for 2019/20 this was 80% (2018/19 this was 80%). The Trustees are confident that staffing levels are closely monitored to the agreed Full Time Equivalents and staffing structures are approved by the Board.

The Budget and Infrastructure Committee also monitor premises costs to GAG income, spent for curriculum departments to GAG income, total income less grants and cash flow on a regular basis to ensure that the budget is set and managed appropriately. Benchmarking data is also monitored by the committee as well as the Board of Trustees, and encourages rigorous questioning and in depth explanations for any anomalies that are evident. The chair of trustees meets on a monthly basis with the CEO and Finance Manager to review management accounts as per the Academies Finance Handbook. The accounts along with a report showing challenges and questions is shared with the Budget and Infrastructure Committee and Trust board.

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

**Strategic report (continued)**

**Achievements and performance (continued)**

**b. Going concern**

The Trust continues to provide recovery plans for two of its schools as they have deficit funds: Hellesdon £82,461 (2019: £582,705) and Acle £466,993 (2019: £450,232). The Trust itself also had a brought forward deficit of £477,197 at the start of the year and a deficit carried forwards of £482,292 at the end of the year.

Hellesdon High School has made significant inroads into the deficit budget by generating a revenue surplus £500,244 in the year, reducing the carried forward deficit to £82,461. This result is ahead of the recovery plan provided to the ESFA, which expects the school to return to a positive revenue funds position in the year 2021/22. The Integrated Curriculum Financial Planning model continues to be applied to the school, which has reduced the number of full time equivalent teachers and therefore reduced the staffing costs.

The Trust has deliberately invested in extra senior leadership at Acle Academy to bring the school out of special measures and give better life chances for its students. The school is now on the path to being a school rated Good (as confirmed in an Ofsted monitoring visit in July 2019) and for this reason the Trust is keen to maintain its current staffing strategy. The Integrated Curriculum Financial Planning model has been applied to the school, which has reduced the number of full time equivalent teachers and therefore reduced the staffing costs. Student numbers are rising at the school but due to lagged income the trust will not see the financial benefits of this until the GAG income has caught up with the pupil numbers. Acle generated a deficit of £16,761, increasing its revenue deficit to £466,993. Whilst disappointing, this result is ahead of the recovery plan provided to the ESFA, with the carry forward balance being £18,000 better than projected. Acle's recovery plan does not expect the school to return to a positive revenue funds position until the end of 2025/26.

The financial recovery plans for both Acle and Hellesdon have been prepared by the Principal and the Trust's Finance Manager. The Trust invited a School Resource Management Advisor (SRMA) to review the recovery plans in February 2020. Certain recommendations from the SRMA visit are being put into place in 2020-21, which will further support the recovery plans. These have been reviewed and accepted as being realistic targets by the Accounting Officer and the Chairman of the Board.

Central services generated an in year a deficit of £5,095, increasing its revenue deficit carried forward at the year end to £482,292. As with any new organisation there were set up costs during the formation of the MAT. The 5% top slice model only provides sufficient income to cover the core costs of the central team, and a mechanism for recharging to individual academies additional value adding services provided by the central team is being developed. Action is also being taken to reduce costs, both staffing (through improved efficiency and use of technology) and non staffing in central services to make the Central Services operation more efficient and responsive.

Overall the Trust made an in year surplus of £908,837 on revenue funds excluding pension and fixed assets, creating a surplus in revenue funds carried forwards as at 31 August 2020 to £342,305.

The actions taken by the Trust throughout the academic year have meant Acle Academy, Hellesdon High School and the Trust as a whole are on track to meet their financial recovery plans. The forecast for 2020-21 is also looking positive, which means the progress made to recover the deficit will continue. The Trustees therefore believe the Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason the Trust continues to adopt the going concern basis when preparing the financial statements.

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

**Strategic report (continued)**

**Achievements and performance (continued)**

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

As the Board at The Wensum Trust, we have a legal responsibility under section 172 of the Companies Act 2006 to act in the way we consider, in good faith, would be most likely to promote the company's success for the benefit of its members as a whole, and to have regard to the long-term effect of our decisions on the company and its stakeholders.

Details regarding engagement with employees, suppliers, parents, pupils and other connected parties have been covered in separate notes within the Trustees' Report. The obligation to assess the likely consequences of decisions in the longer term is noted within the reserves policy below as Trustees balance the needs of current and future cohorts.

The Trustees have identified reputational and ethical areas as key risks and their actions in these areas are covered within Principal risks and uncertainties within this Strategic Report.

**Financial review**

During the year the Trust made significant progress in eliminating the overall revenue deficit. This was due to tighter controls put in place by the Trust leadership team, which was supported by Headteachers / Principals. The Trust has also benefited from decreased costs associated with the coronavirus pandemic, such as reduced public examination fees, cost of catering provisions and learning resources. The pandemic also brought about financial challenges related to increased cleaning costs and the loss of income from facility hire and extended school provision. In 2019-20 the Local Authority have also taken 5% of school budgets to fund their high needs block deficit, which has had a significant impact on all school budgets and the Trust overall.

The principle financial risks for the Trust are the uncertainty of government funding, high needs funding, pay increases and pensions. To mitigate the risks the Trust has successfully increased pupil numbers across the Trust. In addition, the trust has developed an ambitious business development plan that will deliver significant additional revenue income for the Trust.

The principal source of funding for the Trust is the General Annual Grant (GAG) and other grants that it receives from the Education and Skills Funding Agency (ESFA). For the year end 31 August 2020, the Trust received £24,848,203 (2019: £22,726,426) of GAG and other funding, excluding amounts on conversion but including capital income. A high percentage of this income (excluding funds on conversion) is spent on staff wages, salaries and support costs to deliver the Trust's primary objective of the provision of education.

During the year the Trust spent £25,590,301 (2019: £24,408,054) on expenditure, including £1,157,129 (2019: 1,065,067) on depreciation.

The total movement in funds on the statement of financial activities is a deficit of (£601,098) (2019: deficit of (£1,494,496)). This includes an actuarial gain of £141,000 (2019: loss of £2,914,000). This has left an overall reserves figure of £35,355,406 (2019: £35,956,504).

This is made up of £32,210 in unrestricted funds (2019: £10,000), £310,095 in restricted funds (2019: overdrawn balance of £576,532), a pension deficit of £11,024,000 (2019: deficit of £9,813,000) and fixed asset funds of £46,037,101 (2019: £46,336,036).

Despite the overall fund movement of (£601,098), the Trust has actually made a surplus in year on revenue funds (being restricted and unrestricted funds excluding fixed assets and pension) totalling £908,837 (2019: deficit of (£27,141)). This movement can be seen on note 19, page 58. The total unrestricted and restricted funds excluding fixed assets and pension funds at 31 August 2020 is £342,305 compared to an overdrawn balance of (£566,532) at 31 August 2019, which is a significant improvement.

**THE WENSUM TRUST**  
**(A Company Limited by Guarantee)**

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

**Strategic report (continued)**

**Achievements and performance (continued)**

Due to the accounting rules for Local Government Pension Scheme under FRS102, the Trust is recognising a significant pension fund deficit of £11,024,000. This does not mean that an immediate liability for this amount crystallises and such a deficit generally results in a cash flow effect in the form of increased employer contributions over a number of years.

**a. Reserves policy**

The Trustees are aware of the requirement to balance current and future needs and always aim to set a balanced budget with annual income balancing annual expenditure. The Trustees monitor estimated year end carry forward figures via the monthly management reports from the Finance Manager. The budget plan identifies how any carry forward will be allocated in the plan for the following academic year, including the identification of any funds earmarked from the predecessor schools.

At the year end, the Trust has a positive balance on the total of unrestricted and restricted funds excluding fixed assets and pension of £342,305 (2019: overdrawn balance of (£566,532)).

**b. Investment policy**

The Trust is still to formalise its investment policy. The aim of the policy will be to ensure funds that the Trust does not immediately need to cover anticipated expenditure are invested to maximise its income but with minimal risk. The aim is to research where funds may be deposited applying prudence in ensuring there is minimum risk. The Trustees do not consider the investment of surplus funds as a primary activity, rather as good stewardship and as and when circumstances allow.

**c. Principal risks and uncertainties**

A risk register exists for the Trust and is used for identifying the major risks to which the Trust and its Academies are exposed. It identifies the actions and procedures to mitigate those risks. The register was updated in spring 2020 and monitored by the Board of the Trust via the Risk & Audit Committee, with a formal review undertaken annually.

The principal risks facing the Trust and the Academies are aligned to the Internal Scrutiny criteria from the ESFA. The risks are outlined below:

1. Procurement
2. Monthly financial closedown
3. Payroll and HR
4. Efficiency, funding and budget
5. Fraud, theft and bribery
6. Safeguarding and whistleblowing
7. Management information and reports
8. Data and IT issues
9. Premises issues
10. Governance structures

**THE WENSUM TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

An additional risk register was put in place to cover the risks associated with the coronavirus pandemic. These risks have also been incorporated into the main risk register for the Trust and its Academies.

The principle financial risks for the trust are the uncertainty of government funding, high needs funding, pay increases and pensions. To mitigate the risks the Trust has applied the integrated curriculum financial planning model across its academies. The Trust has also increased the utilisation of its assets through the lettings operation, which has helped to generate income.

The Trustees report that the Trust's financial and internal controls conform to guidelines issued by the ESFA's Academies Financial Handbook, and this is confirmed in the most recent Internal Audit report. Improvements to the wider framework of systems dealing with business risk and risk management strategy continue to be made and formally documented. A separate Risk and Audit Committee was established from September 2019.

It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

Cash flows can be reliably forecast, monitored and reported. Staff costs make up the majority of expenditure and are relatively stable with contingencies in place to cover such items as sickness and maternity.

### **Fundraising**

The trust only held small fundraising events during the year. The trust does not work with professional fundraisers or companies who carry out fundraising on its behalf. During the year no complaints or issues have arisen as a result of the fundraising events.

**THE WENSUM TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**Streamlined energy and carbon reporting**

The academy trust's greenhouse gas emissions and energy consumption are as follows:

	2020
Energy consumption used to calculate emissions (kWh)	1,800,545
<b>Energy consumption breakdown (kWh):</b>	
Gas	382,790
Electricity	1,410,485
Transport fuel - employee vehicles	7,270
<b>Scope 1 emissions (in tonnes of CO2 equivalent):</b>	
Gas consumption	70.38
<b>Total scope 1</b>	70.38
<b>Scope 2 emissions (in tonnes of CO2 equivalent):</b>	
Purchased electricity	332.23
<b>Scope 3 emissions (in tonnes of CO2 equivalent):</b>	
Business travel in employee-owned or rental vehicles	1.97
<b>Total gross emissions (in tonnes of CO2 equivalent):</b>	404.58

The intensity ratio in tonnes of CO2 equivalent per pupil is 0.095

The academy trust has followed and used the following quantification and reporting methodologies:

- the 2019 HM Government Environmental Reporting Guidelines;
- the GHG Reporting Protocol - Corporate Standard; and
- the 2020 UK Government's Conversion Factors for Company Reporting.

The chosen intensity ratio is total gross emissions in tonnes of CO2 equivalent per pupil, the recommended ratio for the sector.

We make use of SCA funds to link with our sustainability strategy and make improvements to the energy efficiency of our buildings. Some of the projects we have completed in the past year include;

- Installing LED lights at Garrick Green Infant School, improving energy efficiency by 15%
- Replacement roof at Acle Academy, improving the thermal efficiency by 8%
- Replacement roof at Alderman Peel High School, improving the thermal efficiency by 8%
- Replacement roof at Hellesdon High School, improving the thermal efficiency by 8%
- Replacing oil boilers with LPG at Burnham Market Primary School, reducing CO2 emissions by 15%
- Window replacement at Firside Junior School, improving the thermal efficiency by 8%

The trust have also taken further steps to reduce greenhouse gas emissions over the past year. These include;

- Signing up to a cycle to work scheme and promoting this with staff
- Returning the lease car and encouraging video calls rather than on site meetings
- Actively reducing the amount of printing by transferring paper files to digital copies
- Renewing the lease on solar panels at Acle Academy, producing electricity for the school

**THE WENSUM TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**Plans for future periods**

The Trust has an ambitious 5 year strategic plan as mentioned above and will continue to develop its Academy Hubs to ensure our schools continue to improve student outcomes and receive best value for money in all aspects of their operations.

The trustees aim to consolidate and build on the Trust's early successes with only controlled strategic growth in the trust in the near future as outlined above. The Trust is actively exploring new strategic partnerships to add to student opportunities. The Trust's Central Services team is charged with delivering an ambitious business model to help develop additional income streams including through lettings.

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

The Trust did not hold any funds as custodian trustee on behalf of any charities within the year.

**Disclosure of information to auditors**

Insofar as the Trustees are aware:

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

The Trustees' Report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 15 December 2020 and signed on its behalf by:

**John Smith**  
Chair of Trustees

**THE WENSUM TRUST**  
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**GOVERNANCE STATEMENT**

**Scope of responsibility**

As Trustees, we acknowledge we have overall responsibility for ensuring that The Wensum 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.

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

The Board of Trustees has delegated the day-to-day responsibility to the Chief Executive Officer (CEO), as accounting officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between The Wensum Trust and the Secretary of State for Education. They are also responsible for reporting to the Budget and Infrastructure Committee and Board of Trustees any material weaknesses or breakdowns in internal control.

**Governance**

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The Board of Trustees has formally met 9 times during the year.

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

Trustee	Meetings attended	Out of a possible
John Smith, Chair	9	9
Mary Richards, Vice Chair	7	9
Anne-Louise Alder	3	9
Patrick Gorman	9	9
Edwin Pearson	6	9
Daniel Thrower	9	9
Jason Tipple	9	9
Zaliha Williamson	5	9

The Trustees and the Lead Clerk reviewed governance structures across the Trust. A dedicated Risk & Audit Committee was put in place in September 2019 to review risk and internal control measures. The Scheme of Delegation was updated in September 2019.

The Budget and Infrastructure Committee is a sub-committee of the main Board of Trustees. The committee remained stable this year. The focus of the committee was be streamlined to focus on finance and premises, with a new committee formed to cover Risk and Audit. The key focus of the committee has been the recovery plans for two of the academies, these plans have been delivered to the ESFA. The committee has faced particular challenges during the year, with frequent changes to school funding, teachers' pay, support staff pay, and uncertainty over the teachers' pension cost. The committee has also worked on the development of new strategic partnerships, which will have the combined development of a broader curriculum and increased student numbers. The Budget and Infrastructure Committee met 6 times during the accounting period.

Attendance during the year at meetings was as follows:

Trustee	Meetings attended	Out of a possible
Jason Tipple	5	6
Daniel Thrower	6	6
Patrick Gorman	6	6
Mary Richards	4	6
John Smith	6	6

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**GOVERNANCE STATEMENT (CONTINUED)**

**Governance (continued)**

The Risk and Audit Committee is a sub-committee of the main Board of Trustees. The committee was newly formed in September 2019. The key focus of the committee has been to review the Trust's financial, governance, risk management and internal control systems. The Risk and Audit Committee met 4 times during the accounting period.

Attendance during the year at meetings was as follows:

Trustee	Meetings attended	Out of a possible
Louise Alder	3	4
John Smith	4	4
Jason Tipple	4	4
Zaliha Williamson	4	4

**Review of value for money**

As accounting officer, the Chief Executive Officer (CEO) has responsibility for ensuring that the academy trust delivers good value in the use of public resources. The accounting officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

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

- using industry experts to evaluate historic energy charges, saving £75,000;
- using our scale of organisation to achieve 20% discount, on average, across ICT hardware replacements;
- investing time and resources to secure additional funding of £127,000 for students with SEND.

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

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of academy trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in The Wensum Trust for the year 1 September 2019 to 31 August 2020 and up to the date of approval of the annual report and financial statements.

**Capacity to handle risk**

The Board of Trustees has reviewed the key risks to which the academy trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the academy trust's significant risks that has been in place for the year 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 Trustees.

**THE WENSUM TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

**The risk and control framework**

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

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

The Risk and Audit Committee and Board of Trustees has considered the need for a specific internal audit function and has decided to employ M&A Partners as internal auditor.

The internal auditor's role includes giving advice on financial matters and performing a range of checks on the academy trust's financial systems. A full audit was conducted in August 2019 with follow-up visits in October 2019 and January 2020 to further reinforce progress against completed audit actions, including the upskilling of staff.

The internal auditor reports to the Board of Trustees through the Risk and Audit Committee committee on the operation of the systems of control and on the discharge of the Board of Trustees financial responsibilities.

Other audits and reviews were also performed during 2019-20, covering the topics of safeguarding, procurement and efficiencies, funding and budgets. These were carried out by Norfolk County Council, Expense Reduction Analysts (ERA) and a School Resource Management Advisor (SRMA). These will be detailed in the internal scrutiny report.

The SRMA was invited to conduct a broad review of the trust's financial planning and resource management. The visit focused on academies running a deficit budget who were required to submit a recovery plan to the ESFA, which are Acle Academy and Hellesdon High School. The reviewer used management information provided by the trust such as financial accounts, current budget reports, financial forecasts, minutes of governor meetings, staff deployment analysis, school resource management self-evaluation reviews and financial benchmarking reviews. Areas covered by the SRMA work are as follows;

- Final accounts for FY 2018/2019
- Current budget for FY 2019/2020
- Future budget positions for FY 2020/2021 and FY 2021/2022
- Minutes of Governing Body meetings
- Internal audit reports
- Support staff details
- Teaching staff details including teaching load
- Structure of school day
- School resource management self-assessment dashboard
- Financial benchmarking

**THE WENSUM TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

**Review of effectiveness**

As accounting officer, the Chief Executive Officer (CEO) 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 auditors;
- the work of the external auditors;
- the school resource management self-assessment tool;
- the work of the executive managers within the academy trust who have responsibility for the development and maintenance of the internal control framework.

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

Approved by order of the members of the Board of Trustees on 15 December 2020 and signed on their behalf by:

**John Smith**  
Chair of Trustees

**Daniel Thrower**  
Accounting Officer

**THE WENSUM TRUST**  
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**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**

As Accounting Officer of The Wensum Trust I have considered my responsibility to notify the academy trust board of trustees 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 Trustees are able to identify any material irregular or improper use of all funds by the academy trust, or material non-compliance with the terms and conditions of funding under the academy trust's funding agreement and the Academies Financial Handbook 2019.

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

**Daniel Thrower**  
Accounting Officer  
15 December 2020

**THE WENSUM TRUST**  
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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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

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

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

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

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

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

Approved by order of the members of the Board of Trustees on 15 December 2020 and signed on its behalf by:

**John Smith**  
Chair of Trustees

**THE WENSUM TRUST**  
**(A Company Limited by Guarantee)**

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE  
WENSUM TRUST**

**Opinion**

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

In our opinion the financial statements:

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

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

**THE WENSUM TRUST**  
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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE  
WENSUM TRUST (CONTINUED)**

**Other information**

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Other information includes the Trustees' Report (including the Strategic Report and Directors' Report), the Governance Statement and the Accounting Officer's Statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

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

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

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

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

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

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

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

**THE WENSUM TRUST**  
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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE  
WENSUM TRUST (CONTINUED)**

**Responsibilities of trustees**

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

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

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

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

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

**THE WENSUM TRUST**  
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**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE  
WENSUM TRUST (CONTINUED)**

**Use of our report**

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

**John Warren BSc FCA (Senior Statutory Auditor)**

for and on behalf of

**Price Bailey LLP**

**Reporting accountant**

Chartered Accountants

Statutory Auditors

Anglia House, 6 Central Avenue

St Andrews Business Park

Thorpe St Andrew

Norwich

Norfolk

NR7 0HR

18 December 2020

**THE WENSUM TRUST**  
**(A Company Limited by Guarantee)**

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE  
WENSUM TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY**

In accordance with the terms of our engagement letter dated 20 August 2018 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2019 to 2020, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by The Wensum Trust during the year 1 September 2019 to 31 August 2020 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

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

**Respective responsibilities of The Wensum Trust's accounting officer and the reporting accountant**

The accounting officer is responsible, under the requirements of The Wensum Trust's funding agreement with the Secretary of State for Education dated 16 February 2016 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 WENSUM TRUST**  
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**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE  
WENSUM TRUST AND THE EDUCATION & SKILLS FUNDING AGENCY (CONTINUED)**

The work undertaken to draw our conclusion includes:

- An assessment of the risk of material irregularity, impropriety and non-compliance;
- Consideration and corroboration of the evidence supporting the Accounting Officers statement on regularity, propriety and compliance and how the Trust complies with the framework of authorities;
- Evaluation of the general control environment of the Academy Trust, extending the procedures required for financial statements to include regularity, propriety and compliance;
- Discussions with and representations from the Accounting Officer and other key management personnel;
- An extension of substantive testing from our audit of the financial statements to cover matters pertaining to regularity, in order to support the regularity conclusion, including governance, internal controls, procurement and the application of income.

**Conclusion**

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

**Price Bailey LLP**  
**Reporting accountant**  
Chartered Accountants and  
Statutory Auditors

Anglia House, 6 Central Avenue  
St Andrews Business Park  
Thorpe St Andrew  
Norwich  
Norfolk  
NR7 0HR

18 December 2020

**THE WENSUM TRUST**  
(A Company Limited by Guarantee)

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

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £	Total funds 2019 £
<b>Income from:</b>						
Donations and capital grants:	3					
Assets transferred on conversion		-	-	-	-	3,101,132
Other donations and capital grants		3,823	209,443	1,267,936	1,481,202	1,492,035
Charitable activities	4	256,728	22,685,043	-	22,941,771	20,788,751
Other trading activities	5	189,011	235,140	-	424,151	445,057
Investments	6	1,079	-	-	1,079	583
<b>Total income</b>		<u>450,641</u>	<u>23,129,626</u>	<u>1,267,936</u>	<u>24,848,203</u>	<u>25,827,558</u>
<b>Expenditure on:</b>						
Charitable activities	7	422,927	24,010,246	1,157,128	25,590,301	24,408,054
<b>Total expenditure</b>		<u>422,927</u>	<u>24,010,246</u>	<u>1,157,128</u>	<u>25,590,301</u>	<u>24,408,054</u>
<b>Net income/(expenditure)</b>		<u>27,714</u>	<u>(880,620)</u>	<u>110,808</u>	<u>(742,098)</u>	<u>1,419,504</u>
Transfers between funds	19	(5,504)	415,247	(409,743)	-	-
<b>Net movement in funds before other recognised gains/(losses)</b>		<u>22,210</u>	<u>(465,373)</u>	<u>(298,935)</u>	<u>(742,098)</u>	<u>1,419,504</u>
<b>Other recognised gains/(losses):</b>						
Actuarial gains/(losses) on defined benefit pension schemes	26	-	141,000	-	141,000	(2,914,000)
<b>Net movement in funds</b>		<u>22,210</u>	<u>(324,373)</u>	<u>(298,935)</u>	<u>(601,098)</u>	<u>(1,494,496)</u>

**THE WENSUM TRUST**  
(A Company Limited by Guarantee)

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

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £	Total funds 2019 £
<b>Reconciliation of funds:</b>						
Total funds brought forward	19	10,000	(10,389,532)	46,336,036	35,956,504	37,451,000
Net movement in funds	19	22,210	(324,373)	(298,935)	(601,098)	(1,494,496)
<b>Total funds carried forward</b>	19	<u>32,210</u>	<u>(10,713,905)</u>	<u>46,037,101</u>	<u>35,355,406</u>	<u>35,956,504</u>

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

The notes on pages 35 to 70 form part of these financial statements.

**THE WENSUM TRUST**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 07982312**

**BALANCE SHEET**  
**AS AT 31 AUGUST 2020**

	Note	2020 £	2019 £
<b>Fixed assets</b>			
Tangible assets	15	45,009,276	46,047,669
<b>Current assets</b>			
Debtors	16	749,052	622,607
Cash at bank and in hand		2,534,646	1,019,379
		<u>3,283,698</u>	<u>1,641,986</u>
Creditors: amounts falling due within one year	17	(1,847,568)	(1,746,901)
<b>Net current assets / liabilities</b>		<u>1,436,130</u>	<u>(104,915)</u>
<b>Total assets less current liabilities</b>		<u>46,445,406</u>	<u>45,942,754</u>
Creditors: amounts falling due after more than one year	18	(66,000)	(173,250)
<b>Net assets excluding pension liability</b>		<u>46,379,406</u>	<u>45,769,504</u>
Defined benefit pension scheme liability	26	(11,024,000)	(9,813,000)
<b>Total net assets</b>		<u><u>35,355,406</u></u>	<u><u>35,956,504</u></u>

**THE WENSUM TRUST**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 07982312**

**BALANCE SHEET (CONTINUED)**  
**AS AT 31 AUGUST 2020**

	Note		2020 £	2019 £
<b>Funds of the academy trust</b>				
<b>Restricted funds:</b>				
Fixed asset funds	19	46,037,101	46,336,036	
Restricted income funds	19	310,095	(576,532)	
		<hr/>	<hr/>	
Restricted funds excluding pension reserve	19	46,347,196	45,759,504	
Pension reserve	19	(11,024,000)	(9,813,000)	
		<hr/>	<hr/>	
<b>Total restricted funds</b>	19		35,323,196	35,946,504
<b>Unrestricted income funds</b>	19		32,210	10,000
			<hr/>	<hr/>
<b>Total funds</b>			<u>35,355,406</u>	<u>35,956,504</u>

The financial statements on pages 30 to 70 were approved by the Trustees, and authorised for issue on 15 December 2020 and are signed on their behalf, by:

**John Smith**  
Chair of Trustees

The notes on pages 35 to 70 form part of these financial statements.

**THE WENSUM TRUST**  
**(A Company Limited by Guarantee)**

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

	Note	2020 £	2019 £
<b>Cash flows from operating activities</b>			
Net cash provided by/(used in) operating activities	21	557,618	(548,020)
<b>Cash flows from investing activities</b>	23	965,899	777,098
<b>Cash flows from financing activities</b>	22	(8,250)	-
		<hr/>	<hr/>
<b>Change in cash and cash equivalents in the year</b>		1,515,267	229,078
Cash and cash equivalents at the beginning of the year		1,019,379	790,301
<b>Cash and cash equivalents at the end of the year</b>	24, 25	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 35 to 70 form part of these financial statements

**THE WENSUM TRUST**  
**(A Company Limited by Guarantee)**

**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), judgments and key sources of estimation uncertainty, is set out below.

**1.1 Basis of preparation of financial statements**

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

The Wensum Trust meets the definition of a public benefit entity under FRS 102.

The Wensum Trust is a private company limited by guarantee incorporated in England and Wales (United Kingdom) under the Companies Act 2006. The address of its registered office is: The Wensum Trust, Middletons Lane, Hellesdon, Norwich, Norfolk, NR6 5SB.

The financial statements are presented in pounds sterling, which is the functional currency of the Trust, and rounded to the nearest pound.

**1.2 Going concern**

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

During the year, the Academy Trust has been affected to a limited extent by restrictions imposed by the UK Government in response to the COVID-19 pandemic.

The Academy Trust derives the majority of its income from local and national government grant funding which is secured for a number of years, under the terms of the Academy Funding Agreement with the Secretary of State for Education. This will ensure that the Academy can continue operating for a period of at least 12 months following the date of this report. The financial statements do not contain any adjustments that would be required if the Academy Trust were not able to continue as a going concern.

**THE WENSUM TRUST**  
**(A Company Limited by Guarantee)**

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

**1. Accounting policies (continued)**

**1.3 Income**

All income is recognised when the academy trust has entitlement to the funds, the receipt is probable and the amount can be measured reliably.

• **Grants**

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

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

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

• **Donations**

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

• **Other income**

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

• **Transfer on conversion**

Where assets and liabilities are received by the academy trust on conversion to an academy, the transferred assets are measured at fair value and recognised in the Balance Sheet at the point when the risks and rewards of ownership pass to the academy trust. An equal amount of income is recognised as a transfer on conversion within 'Income from Donations and Capital Grants' to the net assets received.

**1.4 Interest receivable**

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

**THE WENSUM TRUST**  
**(A Company Limited by Guarantee)**

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

**1. Accounting policies (continued)**

**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.

• **Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.

**1.6 Redundancy and termination payments**

Redundancy and termination costs are recognised as an expense in the Statement of Financial Activities and a liability on the Balance Sheet at the point the Trust is demonstrably committed to either:

- terminate the employment of an employee or a group of employees before normal retirement date;
- or
- provide termination benefits as a result of an offer made in order to encourage voluntary redundancy.

The Trust is considered to be demonstrably committed only when it has a detailed formal plan for the termination and is without realistic possibility of withdrawal from the plan.

**1.7 Taxation**

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

Accordingly, the academy trust is potentially exempt from taxation in respect of income or capital gains received within categories covered by 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.

**THE WENSUM TRUST**  
**(A Company Limited by Guarantee)**

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

**1. Accounting policies (continued)**

**1.8 Tangible fixed assets**

Assets costing £2,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

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

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

Leasehold land	- over the life of the lease (125 years)
Leasehold buildings	- 2%
Freehold land and buildings	- 2%
Furniture and equipment	- 10%
Plant and equipment	- 15%
Computer equipment	- 25%
Motor vehicles	- 25%

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use and reclassified to freehold or leasehold land and buildings.

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

**1.9 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.

**1.10 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.

**1.11 Liabilities**

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

**THE WENSUM TRUST**  
**(A Company Limited by Guarantee)**

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

**1. Accounting policies (continued)**

**1.12 Concessionary loans**

Concessionary loans are recognised at the amount received, with the carrying amount adjusted in subsequent years to reflect repayments and any accrued interest and adjusted if necessary for any impairment.

**1.13 Financial instruments**

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

*Financial assets* - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost. Prepayments are not financial instruments. Cash at bank is classified as a basic financial instrument and is measured at face value.

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

**1.14 Pensions**

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

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

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

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

**THE WENSUM TRUST**  
**(A Company Limited by Guarantee)**

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

**1. Accounting policies (continued)**

**1.15 Operating leases**

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

**1.16 Agency arrangements**

The academy trust acts as an agent in distributing 16-19 bursary funds from ESFA. Payments received from ESFA and subsequent disbursements to students are excluded from the statement of financial activities as the trust does not have control over the charitable application of the funds. The trust does not use any of the allocation towards its own administration costs and so none is recognised in the statement of financial activities. The funds received and paid and any balance held are disclosed in note 30.

**1.17 Fund accounting**

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

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

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

**THE WENSUM TRUST**  
**(A Company Limited by Guarantee)**

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

**2. Critical accounting estimates and areas of judgment**

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

Critical accounting estimates and assumptions:

Assets on conversion

Assets on conversion in the financial statements, included as income in the financial year and as fixed assets on the balance sheet, have been valued at the trustees' best estimate of the market value of the assets, which include land and buildings. This carries an inevitable degree of estimation and judgement.

Depreciation

Depreciation is an estimate based on the useful economic life of the assets.

Pension Valuation

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 26, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 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.

Critical areas of judgment:

No judgements were made in the preparation of these financial statements.

**THE WENSUM TRUST**  
(A Company Limited by Guarantee)

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

**3. Income from donations and capital grants**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £	Total funds 2019 £
Assets transferred on conversion	-	-	-	-	3,101,132
Donations	3,823	209,443	-	213,266	406,422
Capital Grants	-	-	1,267,936	1,267,936	1,085,613
<b>Total 2020</b>	<u>3,823</u>	<u>209,443</u>	<u>1,267,936</u>	<u>1,481,202</u>	<u>4,593,167</u>
Total 2019	<u>61,979</u>	<u>283,867</u>	<u>4,247,321</u>	<u>4,593,167</u>	

In 2019, assets transferred on conversion were £3,101,132 of which £55,424 were unrestricted and £3,161,708 of restricted fixed assets and £(116,000) were restricted.

In 2019, capital grants of £1,085,613 were in relation to restricted fixed assets.

In 2019, income from donations was £406,422, of which £6,555 was unrestricted and £399,867 was restricted.

**THE WENSUM TRUST**  
(A Company Limited by Guarantee)

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

**4. Funding for the academy trust's provision of educational services**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
<b>DfE/ESFA grants</b>				
General Annual Grant (GAG)	-	18,627,684	18,627,684	18,014,219
Other DfE / EFA grants	-	2,465,979	2,465,979	1,638,602
Start up grant	-	-	-	25,000
	-	21,093,663	21,093,663	19,677,821
<b>Other government grants</b>				
Local authority grants	-	1,259,847	1,259,847	548,843
	-	1,259,847	1,259,847	548,843
<b>Exceptional government funding</b>				
Coronavirus Job Retention Scheme grant	-	173,519	173,519	-
	-	173,519	173,519	-
<b>Other income from educational operations</b>				
Catering income	256,728	-	256,728	317,200
Other income from educational operations	-	10,817	10,817	16,271
Income from extended provision/clubs	-	126,007	126,007	181,709
Income from other schools	-	21,190	21,190	46,907
	256,728	158,014	414,742	562,087
<b>Total 2020</b>	<b>256,728</b>	<b>22,685,043</b>	<b>22,941,771</b>	<b>20,788,751</b>
Total 2019	317,200	20,471,551	20,788,751	

In 2019, all DfE / ESFA grants totalling £19,677,821 were restricted.

In 2019, local authority grants totalling £548,843 were restricted.

In 2019, other income totalling £20,471,551 was restricted. Catering income totalling £317,200 was unrestricted.

**THE WENSUM TRUST**  
(A Company Limited by Guarantee)

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

**5. Income from other trading activities**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Rental income	159,473	-	159,473	250,883
Other income	29,538	198,885	228,423	160,549
Music lessons	-	36,255	36,255	33,625
<b>Total 2020</b>	<u>189,011</u>	<u>235,140</u>	<u>424,151</u>	<u>445,057</u>
Total 2019	<u>281,881</u>	<u>163,176</u>	<u>445,057</u>	

In 2019, rental income was all unrestricted.

In 2019, other income was £160,549 of which £30,998 was unrestricted and £129,551 was restricted.

In 2019, music lesson income was all restricted.

**6. Investment income**

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Investment income	<u>1,079</u>	<u>1,079</u>	<u>583</u>
Total 2019	<u>583</u>	<u>583</u>	

**THE WENSUM TRUST**  
(A Company Limited by Guarantee)

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

**7. Expenditure**

	Staff Costs 2020 £	Premises 2020 £	Other 2020 £	Total 2020 £	Total 2019 £
Provision of educational services:					
Direct costs	15,094,727	-	2,363,148	17,457,875	17,438,788
Allocated support costs	3,811,643	2,457,291	1,863,492	8,132,426	6,969,266
<b>Total 2020</b>	<u>18,906,370</u>	<u>2,457,291</u>	<u>4,226,640</u>	<u>25,590,301</u>	<u>24,408,054</u>
Total 2019	<u>17,273,429</u>	<u>3,005,454</u>	<u>4,129,171</u>	<u>24,408,054</u>	

In 2020, of the total expenditure, £422,927 (2019: £559,826) was from unrestricted funds, £24,010,246 (2019: £22,783,161) was from restricted funds and £1,157,129 (2019: £1,065,067) was from restricted fixed asset funds.

In 2019, direct expenditure consisted of £14,892,791 staff costs and £2,545,997 other costs.

In 2019, support expenditure consisted of £2,380,638 staff costs, £3,005,454 premises costs and £1,583,174 other costs.

**8. Charitable Activities**

	2020 £	2019 £
Direct costs - educational operations	17,457,875	17,438,788
Support costs - educational operations	8,132,426	6,969,266
	<u>25,590,301</u>	<u>24,408,054</u>

**THE WENSUM TRUST**  
(A Company Limited by Guarantee)

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

**Analysis of support costs**

	2020 £	2019 £
Support staff costs	3,811,643	2,380,638
Depreciation	1,157,129	1,065,067
Premises costs	1,300,163	2,226,769
Legal costs - conversion	903	8,879
Legal costs - other	4,198	9,022
Other support costs	1,807,855	1,217,511
Governance costs	50,535	61,380
	<u>8,132,426</u>	<u>6,969,266</u>

**9. Net income/(expenditure)**

Net income/(expenditure) for the year includes:

	2020 £	2019 £
Operating lease rentals	102,160	98,000
Depreciation of tangible fixed assets	1,157,129	1,065,067
Internal Audit fees (M&A Partners)	2,250	3,375
	<u>1,261,539</u>	<u>1,166,442</u>

**10. Auditors' remuneration**

	2020 £	2019 £
Fees payable to the academy trust's external auditor and its associates for the audit of the academy trust's annual accounts	20,030	18,555
Fees payable to the academy trust's auditor and its associates in respect of:		
The preparation of the financial statements	3,280	2,890
Audit-related assurance services	4,360	4,135
Taxation compliance services	2,060	-
Other assurance services not included above	5,830	1,820
Other non-audit services not included above	8,186	25,225
	<u>23,706</u>	<u>42,625</u>
Fees payable to the academy trust's auditor and its associates in connection with the academy trust's pension scheme(s) in respect of:		
Teachers Pension Scheme EOYC assurance	9,280	8,690
	<u>9,280</u>	<u>8,690</u>

**THE WENSUM TRUST**  
(A Company Limited by Guarantee)

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

**11. Staff**

**a. Staff costs**

Staff costs during the year were as follows:

	2020 £	2019 £
Wages and salaries	13,414,198	13,018,566
Social security costs	1,244,946	1,238,856
Pension costs	4,110,346	2,912,202
	<u>18,769,490</u>	<u>17,169,624</u>
Agency staff costs	133,115	-
Staff restructuring costs	3,765	103,805
	<u>18,906,370</u>	<u>17,273,429</u>

Staff restructuring costs comprise:

	2020 £	2019 £
Redundancy payments	-	90,305
Severance payments	3,765	13,500
	<u>3,765</u>	<u>103,805</u>

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

In 2020 there are no non-statutory/non-contractual severance payments included in the staff restructuring costs (2019: £13,500 paid to 1 employee).

**c. Staff numbers**

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

	2020 No.	2019 No.
Teachers	244	221
Administration and support	307	300
Management	12	35
	<u>563</u>	<u>556</u>

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**11. Staff (continued)**

**c. Staff numbers (continued)**

The average headcount expressed as full-time equivalents was:

	2020 No.	2019 No.
Teachers	213	197
Administration and support	208	196
Management	12	32
	<u>433</u>	<u>425</u>

**d. Higher paid staff**

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

	2020 No.	2019 No.
In the band £60,001 - £70,000	8	4
In the band £70,001 - £80,000	3	4
In the band £80,001 - £90,000	2	1
In the band £90,001 - £100,000	1	-
In the band £120,001 - £130,000	-	1
	<u>-</u>	<u>1</u>

**e. Key management personnel**

The key management personnel of the academy trust comprise the Trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the academy trust was £1,202,607 (2019: £1,334,783).

Included in the above are employer National Insurance contributions of £107,484 (2019: £124,718).

Included in the above are employer pension contributions of £206,612 (2019: £177,212).

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**12. Trustees' remuneration and expenses**

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

		2020	2019
		£	£
Gerard Batty (resigned 16 July 2019)	Remuneration	-	105,000 - 110,000
	Pension contributions paid	-	15,000 - 20,000
Neil Aylott (resigned as trustee on 14 June 2019)	Remuneration	-	35,000 - 40,000
	Pension contributions paid	-	5,000 - 10,000
Daniel Thrower	Remuneration	90,000 - 95,000	75,000 - 80,000
	Pension contributions paid	20,000 - 25,000	10,000 - 15,000

During the year ended 31 August 2020, expenses totalling £813 were reimbursed or paid directly to 1 Trustee (2019 - £2,111 to 2 Trustees). All expenditure reimbursed was in relation to travel costs incurred whilst fulfilling their role at the Trust.

**13. Trustees' and Officers' insurance**

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

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**14. Central services**

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

- Human resources
- Financial services
- Educational support services
- Procurement services
- ICT
- Data protection
- Estates management
- Marketing
- Management of lettings

The academy trust charges for these services on the following basis:

Central costs are charged to each academy based on 5% of total GAG income.

The actual amounts charged during the year were as follows:

	2020	2019
	£	£
Acle Academy	115,876	111,754
Alderman Peel Academy	138,870	131,307
Arden Grove Infant and Nursery School	32,289	34,146
Burnham Market	23,000	23,348
Firside Junior School	66,824	64,328
Garrick Green Infant School	31,209	34,671
Heather Avenue Infant School	33,377	35,488
Hellesdon High School	351,273	342,375
Kinsale Junior School	48,910	8,215
Lodge Lane Infant School	45,476	45,425
Wells-next-the-sea Primary	40,374	39,197
Lettings	5,000	-
<b>Total</b>	<u>932,478</u>	<u>870,254</u>

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**15. Tangible fixed assets**

	Freehold land and buildings £	Leasehold land and buildings £	Furniture and equipment £	Plant and machinery £	Computer equipment £
<b>Cost or valuation</b>					
At 1 September 2019	7,831,264	40,219,087	1,185,411	236,126	1,103,627
Additions	-	3,448	22,376	-	93,163
Disposals	-	-	-	-	(251)
At 31 August 2020	<u>7,831,264</u>	<u>40,222,535</u>	<u>1,207,787</u>	<u>236,126</u>	<u>1,196,539</u>
<b>Depreciation</b>					
At 1 September 2019	305,105	2,912,737	447,800	108,516	758,698
Charge for the year	104,106	744,016	120,616	27,485	156,843
At 31 August 2020	<u>409,211</u>	<u>3,656,753</u>	<u>568,416</u>	<u>136,001</u>	<u>915,541</u>
<b>Net book value</b>					
At 31 August 2020	<u><u>7,422,053</u></u>	<u><u>36,565,782</u></u>	<u><u>639,371</u></u>	<u><u>100,125</u></u>	<u><u>280,998</u></u>
At 31 August 2019	<u><u>7,526,159</u></u>	<u><u>37,306,350</u></u>	<u><u>737,611</u></u>	<u><u>127,610</u></u>	<u><u>344,929</u></u>

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Motor vehicles £	Total £
30,000	50,605,515
-	118,987
-	(251)
<hr/>	<hr/>
30,000	50,724,251
<hr/>	<hr/>
24,990	4,557,846
4,063	1,157,129
<hr/>	<hr/>
29,053	5,714,975
<hr/>	<hr/>
947	45,009,276
<hr/> <hr/>	<hr/> <hr/>
5,010	46,047,669
<hr/> <hr/>	<hr/> <hr/>

**THE WENSUM TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
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**16. Debtors**

	2020 £	2019 £
<b>Due within one year</b>		
Trade debtors	30,039	34,907
VAT debtor	69,220	118,668
Other debtors	774	963
Prepayments and accrued income	649,019	468,069
	749,052	622,607
	749,052	622,607

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

	2020 £	2019 £
Other loans	99,000	-
Trade creditors	516,148	1,002,506
Other taxation and social security	289,215	303,473
Other creditors	383,480	63,714
Accruals and deferred income	559,725	377,208
	1,847,568	1,746,901
	1,847,568	1,746,901
	2020 £	2019 £
Deferred income at 1 September 2019	203,016	222,009
Resources deferred during the year	214,376	203,016
Amounts released from previous periods	(203,016)	(222,009)
	214,376	203,016
	214,376	203,016

The amounts included in deferred income are in relation to trip income, the English Hub delivery grant and funds received in advance for Universal Infant Free School Meals.

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**18. Creditors: Amounts falling due after more than one year**

	2020 £	2019 £
Other loans	66,000	173,250

Included within the above are amounts falling due as follows:

	2020 £	2019 £
<b>Between one and two years</b>		
Other loans	66,000	173,250

This loan relates to an unsecured long term interest free loan provided in September 2016 to Acle Academy by the ESFA to support the payment of staff wages for September 2016. Repayments of the loan commenced in September 2017 but were then delayed by the ESFA. The loan is repayable at 0% interest over a 24 month period commencing September 2020.

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

**19. Statement of funds**

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2020 £
<b>Unrestricted funds</b>						
<b>Designated funds</b>						
3G Pitch	10,000	-	-	-	-	10,000
<b>General funds</b>						
Unrestricted funds	-	450,641	(422,927)	(5,504)	-	22,210
<b>Total Unrestricted funds</b>	<b>10,000</b>	<b>450,641</b>	<b>(422,927)</b>	<b>(5,504)</b>	<b>-</b>	<b>32,210</b>
<b>Restricted general funds</b>						
General Annual Grant (GAG)	(584,930)	18,627,684	(17,732,742)	(49,915)	-	260,097
Other DfE/ESFA grants	-	2,465,979	(2,424,379)	-	-	41,600
Other Government Grants	-	1,433,366	(1,433,366)	-	-	-
CIF allocated to revenue	8,398	-	-	-	-	8,398
SCA allocated to revenue	-	-	(420,994)	420,994	-	-
DFC allocated to revenue	-	-	(44,168)	44,168	-	-
Other Restricted Funds	-	393,154	(393,154)	-	-	-
Restricted donations	-	209,443	(209,443)	-	-	-
Pension reserve	(9,813,000)	-	(1,352,000)	-	141,000	(11,024,000)
	<b>(10,389,532)</b>	<b>23,129,626</b>	<b>(24,010,246)</b>	<b>415,247</b>	<b>141,000</b>	<b>(10,713,905)</b>
<b>Restricted fixed asset funds</b>						
Restricted Fixed Assets	45,763,820	-	(1,149,995)	68,822	-	44,682,647

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**19. Statement of funds (continued)**

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2020 £
Capital expenditure from GAG	283,849	-	(7,133)	49,915	-	326,631
School Capital Allocation (SCA)	278,028	1,161,203	-	(420,994)	-	1,018,237
DfE / ESFA Capital Grants	3,935	-	-	-	-	3,935
Devolved Formula Capital	6,404	106,733	-	(107,486)	-	5,651
	<u>46,336,036</u>	<u>1,267,936</u>	<u>(1,157,128)</u>	<u>(409,743)</u>	<u>-</u>	<u>46,037,101</u>
<b>Total Restricted funds</b>	<u>35,946,504</u>	<u>24,397,562</u>	<u>(25,167,374)</u>	<u>5,504</u>	<u>141,000</u>	<u>35,323,196</u>
<b>Total funds</b>	<u><u>35,956,504</u></u>	<u><u>24,848,203</u></u>	<u><u>(25,590,301)</u></u>	<u><u>-</u></u>	<u><u>141,000</u></u>	<u><u>35,355,406</u></u>

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

**Designated fund**

A separate fund has been designated for future maintenance of the 3G pitch at Hellesdon High School. As unrestricted funds allow, the Trust will set aside unrestricted surplus funds for the designated purpose of maintaining the 3G pitch.

**General Annual Grant**

This represents funding from the ESFA to cover the costs of recurrent expenditure.

Under the funding agreement with the Secretary of State, the academy trust was not subject to a limit on the amount of GAG it could carry forward at 31 August 2020. GAG funding is not pooled by the Trust and each Academy receives and expends the GAG funding pertaining to it.

**Other ESFA/DFC**

**1. Pupil Premium**

This funding is to be used to raise achievement and improve outcomes for pupils from low-income families who are eligible for free school meals, looked after children and those from families with parents in the Armed Forces.

**2. Universal Infant Free School Meals**

This funding is received from the ESFA for the provision of school meals to pupils in years 1 and 2.

**3. SEN and EHCP funding**

This is funding from the ESFA to support children with special educational needs.

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**19. Statement of funds (continued)**

**4. Teacher Pay Grant**

This is funding from the ESFA to fund the increase in teachers pay during the year.

**5. PE Sports Premium Grant**

This premium is used to fund additional and sustainable improvements to the provision of PE and sport, for the benefit of primary-aged pupils, to encourage the development of healthy, active lifestyles.

**6. Other Government Grants**

This represents other funding from the government towards the provision of education such as provisions of Nursery funding and Attachment Outreach Service. Also includes job retention scheme income in relation to COVID.

**7. Condition Improvement Fund**

CIF relates to capital funding received from the ESFA.

**8. School Condition Allocation**

SCA relates to capital funding received from the ESFA - this income replaced CIF in 2018.

**9. Other Restricted Funds**

This represents funding received from other bodies towards a specific purpose.

**Restricted donations**

This represents contributions made by parents to the running of educational visits for the pupils of the Academies and the associated costs of running the trips, along with PTA contributions, fundraising and sponsorship for specific purposes.

**Pension Reserve**

This fund represents the Trusts share of the deficit on the Local Government Pension Scheme (LGPS) transferred on conversion from state controlled schools.

This restricted pension fund is materially in deficit and plans to eliminate the liability on the defined benefit pension scheme are set out in note 23 based on the period end actuarial valuation.

**Restricted Fixed Asset Fund**

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

Transfers to/from this fund are in relation to fixed assets purchased from other funding sources or capital grants used to purchase items which are not capitalised on the balance sheet.

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

**Total funds analysis by academy**

Fund balances at 31 August 2020 were allocated as follows:

	2020 £	2019 £
Acle Academy	(466,993)	(450,232)
Alderman Peel Academy	39,551	25,482
Arden Grove Infant and Nursery	49,331	74,226
Burnham Market	2,945	19,344
Firside Junior School	363,842	234,202
Garrick Green Infant School	104,627	56,157
Heather Avenue Infant School	359,535	263,330
Hellesdon High School	(82,461)	(582,705)
Kinsale Junior School	194,796	80,343
Lodge Lane Infant School	178,146	105,130
Wells-next-the-sea Primary	81,278	85,388
The Wensum Trust	(482,292)	(477,197)
	<hr/>	<hr/>
Total before fixed asset funds and pension reserve	342,305	(566,532)
Restricted fixed asset fund	46,037,101	46,336,036
Pension reserve	(11,024,000)	(9,813,000)
	<hr/>	<hr/>
<b>Total</b>	<b>35,355,406</b>	<b>35,956,504</b>
	<hr/> <hr/>	<hr/> <hr/>

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

	Deficit £
Acle Academy	(466,993)
Hellesdon High School	(82,461)
The Wensum Trust	(482,292)
	<hr/> <hr/>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**19. Statement of funds (continued)**

Hellesdon High School

The school is recovering from a historical deficit position and has posted an in-year surplus in the previous 2 years.

Acle Academy

The school is recovering from a historical deficit position. The Trust has invested significantly in additional leadership, training and infrastructure to bring the school out of special measures into a higher Ofsted category and the school is on the path to good. During the time that the school was in measures the pupil numbers dropped dramatically.

The Wensum Trust

The Trust had high set up costs during the formation period of the MAT. The 5% top slice model only provides sufficient income to cover core costs of the central team.

The academy trust is taking the following action to return the academies to surplus:

Hellesdon High School

An integrated curriculum model has been used to reduce staff costs and generate savings. The school is forecast to recover the deficit in 2020-21.

Acle Academy

An integrated curriculum model has been used to reduce staff costs and generate savings. The school is forecast to make a surplus in 2020-21 and subsequent years. Pupil numbers have increased each year since the school has been part of the trust.

The Wensum Trust

A review of the staffing structure at the central services office took place in October 2019, which means the team are able to deliver more services but at a reduced cost. The trust has a business plan in place to generate additional income via lettings and educational support services.

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**19. Statement of funds (continued)**

**Total cost analysis by academy**

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

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2020 £	Total 2019 £
Acle Academy	1,874,494	167,534	135,659	534,877	2,712,564	2,609,415
Alderman Peel Academy	2,097,447	353,585	199,395	641,945	3,292,372	3,390,342
Arden Grove Infant and Nursery	659,133	120,910	43,714	91,148	914,905	914,038
Burnham Market	430,336	41,839	37,134	127,678	636,987	700,067
Firside Junior School	1,017,409	115,825	89,148	213,077	1,435,459	1,452,393
Garrick Green Infant School	534,796	53,217	32,066	134,657	754,736	893,679
Heather Avenue Infant School	546,441	90,794	263,375	202,597	1,103,207	829,021
Hellesdon High School	5,406,601	631,879	702,982	1,026,045	7,767,507	8,031,976
Kinsale Junior School	723,917	77,054	58,328	153,048	1,012,347	172,830
Lodge Lane Infant School	781,503	160,095	41,084	307,187	1,289,869	1,271,781
Wells-next-the- sea Primary	794,017	100,142	44,845	107,411	1,046,415	1,027,978
The Wensum Trust	173,245	546,769	1,066	393,725	1,114,805	1,176,468
<b>Academy trust</b>	<b>15,039,339</b>	<b>2,459,643</b>	<b>1,648,796</b>	<b>3,933,395</b>	<b>23,081,173</b>	<b>22,469,988</b>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**19. Statement of funds (continued)**

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

	Balance at 1 September 2018 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2019 £
<b>Unrestricted funds</b>						
<b>Designated funds</b>						
3G Pitch	10,000	-	-	-	-	10,000
<b>General funds</b>						
Unrestricted funds	-	661,643	(559,826)	(101,817)	-	-
<b>Total Unrestricted funds</b>	<b>10,000</b>	<b>661,643</b>	<b>(559,826)</b>	<b>(101,817)</b>	<b>-</b>	<b>10,000</b>
<b>Restricted general funds</b>						
General Annual Grant (GAG)	(641,564)	17,986,981	(17,993,406)	63,059	-	(584,930)
Pupil Premium	-	947,343	(947,343)	-	-	-
Other DfE/ESFA grants	-	300,483	(300,483)	-	-	-
SEN and EHCP funding	-	250,739	(250,739)	-	-	-
Educational visits	-	269,978	(269,978)	-	-	-
Teachers Pay Grant	-	153,443	(153,443)	-	-	-
PE Sports Premium	-	123,184	(123,184)	-	-	-
Start Up Grant	-	25,000	(25,000)	-	-	-
Other Government Grants	-	438,665	(438,665)	-	-	-
School Fund	28,420	-	(28,420)	-	-	-
CIF allocated to revenue	9,471	-	(15,313)	14,240	-	8,398
SCA allocated to revenue	-	-	(726,002)	726,002	-	-

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**19. Statement of funds (continued)**

	Balance at 1 September 2018 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2019 £
DFC allocated to revenue	-	-	(99,407)	99,407	-	-
Other Restricted Funds	-	538,778	(538,778)	-	-	-
Pension reserve	(5,910,000)	(116,000)	(873,000)	-	(2,914,000)	(9,813,000)
	<u>(6,513,673)</u>	<u>20,918,594</u>	<u>(22,783,161)</u>	<u>902,708</u>	<u>(2,914,000)</u>	<u>(10,389,532)</u>
<b>Restricted fixed asset funds</b>						
Restricted Fixed Assets	43,350,932	3,161,708	(1,057,918)	309,098	-	45,763,820
Capital expenditure from GAG	290,998	-	(7,149)	-	-	283,849
School Capital Allocation (SCA)	235,865	789,290	-	(747,127)	-	278,028
DfE / ESFA Capital Grants	22,678	291,323	-	(303,662)	-	10,339
Healthy Pupils Capital Fund	54,200	-	-	(54,200)	-	-
Other Capital Grant Income	-	5,000	-	(5,000)	-	-
	<u>43,954,673</u>	<u>4,247,321</u>	<u>(1,065,067)</u>	<u>(800,891)</u>	<u>-</u>	<u>46,336,036</u>
<b>Total Restricted funds</b>	<u>37,441,000</u>	<u>25,165,915</u>	<u>(23,848,228)</u>	<u>101,817</u>	<u>(2,914,000)</u>	<u>35,946,504</u>
<b>Total funds</b>	<u><u>37,451,000</u></u>	<u><u>25,827,558</u></u>	<u><u>(24,408,054)</u></u>	<u><u>-</u></u>	<u><u>(2,914,000)</u></u>	<u><u>35,956,504</u></u>

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

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

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

	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £
Tangible fixed assets	-	-	45,009,276	45,009,276
Current assets	32,210	2,223,663	1,027,825	3,283,698
Creditors due within one year	-	(1,847,568)	-	(1,847,568)
Creditors due in more than one year	-	(66,000)	-	(66,000)
Provisions for liabilities and charges	-	(11,024,000)	-	(11,024,000)
<b>Total</b>	<b>32,210</b>	<b>(10,713,905)</b>	<b>46,037,101</b>	<b>35,355,406</b>

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

	Unrestricted funds 2019 £	Restricted funds 2019 £	Restricted fixed asset funds 2019 £	Total funds 2019 £
Tangible fixed assets	-	-	46,047,669	46,047,669
Current assets	10,000	1,343,619	288,367	1,641,986
Creditors due within one year	-	(1,746,901)	-	(1,746,901)
Creditors due in more than one year	-	(173,250)	-	(173,250)
Provisions for liabilities and charges	-	(9,813,000)	-	(9,813,000)
<b>Total</b>	<b>10,000</b>	<b>(10,389,532)</b>	<b>46,336,036</b>	<b>35,956,504</b>

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**21. Reconciliation of net (expenditure)/income to net cash flow from operating activities**

	2020 £	2019 £
Net (expenditure)/income for the period (as per Statement of Financial Activities)	(742,098)	1,419,504
<b>Adjustments for:</b>		
Depreciation	1,157,129	1,065,067
Capital grants from DfE and other capital income	(1,267,936)	(1,085,613)
Interest receivable	(1,079)	(583)
Defined benefit pension scheme obligation inherited	-	116,000
Decrease in debtors	57,684	41,546
Increase in creditors	1,667	184,767
Pension adjustments	1,352,000	873,000
Donated assets	-	(3,161,708)
Disposal of fixed assets	251	-
<b>Net cash provided by/(used in) operating activities</b>	<b>557,618</b>	<b>(548,020)</b>

**22. Cash flows from financing activities**

	2020 £	2019 £
Repayments of borrowing	(8,250)	-
<b>Net cash (used in)/provided by financing activities</b>	<b>(8,250)</b>	<b>-</b>

**23. Cash flows from investing activities**

	2020 £	2019 £
Dividends, interest and rents from investments	1,079	583
Purchase of tangible fixed assets	(118,987)	(309,098)
Capital grants from DfE Group	1,083,807	1,085,613
<b>Net cash provided by investing activities</b>	<b>965,899</b>	<b>777,098</b>

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**24. Analysis of cash and cash equivalents**

	2020 £	2019 £
Cash in hand	2,234,353	1,019,379
Notice deposits (less than 3 months)	300,293	-
<b>Total cash and cash equivalents</b>	<b>2,534,646</b>	<b>1,019,379</b>

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

	At 1 September 2019 £	Cash flows £	Other non- cash changes £	At 31 August 2020 £
Cash at bank and in hand	1,019,379	1,515,267	-	2,534,646
Debt due within 1 year	-	-	(99,000)	(99,000)
Debt due after 1 year	(173,250)	-	107,250	(66,000)
	<u>846,129</u>	<u>1,515,267</u>	<u>8,250</u>	<u>2,369,646</u>

**26. Pension commitments**

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

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

Contributions amounting to £323,300 were payable to the schemes at 31 August 2020 (2019 - £192,554) 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.

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**26. 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 £2,055,314 (2019 - £1,404,202).

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

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

**Local Government Pension Scheme**

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2020 was £1,122,852 (2019 - £1,029,000), of which employer's contributions totalled £894,777 (2019 - £810,000) and employees' contributions totalled £ 228,075 (2019 - £219,000). The agreed contribution rates for future years range between 17.7% and 21.3% plus an additional deficit contribution in aggregate of £115,500 to 31 March 2021, £113,400 to 31 March 2022 and £113,900 to 31 March 2023. The agreed future contribution rate for employees is tiered, based on salary levels, between the following rates: 5.5% and 12.5%.

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.

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**26. Pension commitments (continued)**

**Principal actuarial assumptions**

	2020	2019
	%	%
Rate of increase in salaries	2.9	2.6
Rate of increase for pensions in payment/inflation	2.2	2.3
Discount rate for scheme liabilities	1.7	1.8
Commutation of pensions to lump sums	50	50

The commutation rate of 50% relates to pre April 2008 service and increased to 75% for post April 2008 service.

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
Retiring today		
Males	21.7	22.1
Females	23.9	23.5
Retiring in 20 years		
Males	22.8	22.4
Females	25.5	25

As at the 31 August 2020 the Trust had a pension liability of £11,024,000 (2019 - £9,813,000). The sensitivity analysis detailed below would increase/(decrease) the closing defined obligation in the following way;

**Sensitivity Movement**

	2020	2019
	£000	£000
Discount rate +0.5%	(573,664)	(539,994)
Discount rate -0.5%	573,664	539,994
Mortality assumption - 1 year increase	176,512	83,076
Mortality assumption - 1 year decrease	(176,512)	(83,076)
CPI rate +0.5%	529,536	456,918
CPI rate -0.5%	(529,536)	(456,918)

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**26. Pension commitments (continued)**

**Share of scheme assets**

The academy trust's share of the assets in the scheme was:

	2020 £	2019 £
Equities	5,520,000	5,368,400
Bonds	3,864,000	3,944,200
Property	1,214,400	1,314,700
Cash	441,600	328,700
<b>Total market value of assets</b>	<b>11,040,000</b>	<b>10,956,000</b>

The actual loss on scheme assets was £834,000 (2019: actual gain £524,000).

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

	2020 £	2019 £
Current service cost	(2,048,000)	(1,427,000)
Past service cost	(6,000)	(81,000)
Interest income	206,000	271,000
Interest cost	(393,000)	(446,000)
<b>Total amount recognised in the Statement of Financial Activities</b>	<b>(2,241,000)</b>	<b>(1,683,000)</b>

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

	2020 £	2019 £
<b>At 1 September</b>	20,769,000	15,077,000
Conversion of academy trusts	-	399,000
Current service cost	2,048,000	1,427,000
Interest cost	393,000	446,000
Employee contributions	232,000	219,000
Actuarial (gains)/losses	(1,181,000)	3,167,000
Benefits paid	(203,000)	(47,000)
Past service costs	6,000	81,000
<b>At 31 August</b>	<b>22,064,000</b>	<b>20,769,000</b>

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**26. Pension commitments (continued)**

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

	2020 £	2019 £
<b>At 1 September</b>	10,956,000	9,167,000
Conversion of academy trusts	-	283,000
Interest income	206,000	271,000
Actuarial (losses)/gains	(1,040,000)	253,000
Employer contributions	889,000	810,000
Employee contributions	232,000	219,000
Benefits paid	(203,000)	(47,000)
<b>Closing fair value of scheme assets</b>	<u>11,040,000</u>	<u>10,956,000</u>

**27. Operating lease commitments**

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

	2020 £	2019 £
Not later than 1 year	83,233	80,169
Later than 1 year and not later than 5 years	178,274	153,854
	<u>261,507</u>	<u>234,023</u>

**28. Members' liability**

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

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**29. Related party transactions**

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

In the year ended 31 August 2019, The Wensum Trust purchased services amounting to £9,883 from Taverham High School, an academy in which the chair of The Wensum Trust, John Smith, was a Trustee. Amounts outstanding at the year end amounted to £250. These services related to memberships of the "School Sport Partnership", "Dyslexia Outreach" service and the provision of training courses. The decision to purchase the services was not influenced by John Smith. The element above £2,500 had been provided "at no more than cost" and Taverham High School provided a statement of assurance confirming this. John Smith resigned as a trustee from Taverham High School on 15 July 2019 therefore any transactions for the year ended 31 August 2020 are not considered related to The Wensum Trust.

During the year, the Trust contributed £10,000 (2019: £Nil) towards the purchase of a modular building paid for by the Wells Sea Cadets, a charitable organisation where A Ogle, the head of School at Alderman Peel High School, is also a trustee. No balance is outstanding at the year end. It has been confirmed that the expenditure is at no more than cost, via a statement of assurance.

In addition to this, certain trustees received remuneration and expenses which are disclosed in note 12.

There were no other related party transactions which took place during the financial year (2019:Nil).

**30. Agency arrangements**

The Academy Trust distributes 16-19 bursary funds to students as an agent for ESFA. In the accounting period ending 31 August 2020 the Trust received £30,828 (2019: £27,671) and disbursed £20,497 (2019: £16,864) from the fund. An amount of £63,018 (2019: £54,229) is included in other creditors relating to undistributed funds that may be repayable to ESFA.