

Company Registration No. 10360957 (England and Wales)

**THE COMPASS PARTNERSHIP OF SCHOOLS**  
**(A COMPANY LIMITED BY GUARANTEE)**

**ANNUAL REPORT AND ACCOUNTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

# THE COMPASS PARTNERSHIP OF SCHOOLS

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# THE COMPASS PARTNERSHIP OF SCHOOLS

## REFERENCE AND ADMINISTRATIVE DETAILS

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### Directors

M Bernard (Resigned 16 July 2020)  
J Camp (Accounting Officer) (Resigned 16 July 2020)  
H Lewis  
J MacLeod (Resigned 3 September 2019)  
R Morgan (Resigned 12 September 2019)  
L Perks  
O Ralston  
C Rea  
S Skidmore  
M Whitehead (Chair)  
N Fitzgerald  
A Duguid (Resigned 4 September 2020)  
A Wasik-Hyde (Appointed 12 December 2019)  
R Bansil (Appointed 15 October 2020)

### Members

M Whitehead  
J Mackenzie - Blackman  
A Brooks- Johnson  
D Mbatha  
F Aubrey- Smith

### Senior leadership team

J Camp	- CEO
S Powell	- Executive Headteacher
J Gordon	- Executive Headteacher
M Bernard	- Executive Headteacher
R Harrison	- Executive Headteacher

### Company registration number

10360957 (England and Wales)

### Registered office

c/o Willow Dene School  
Swingate Lane  
PLUMSTEAD  
London  
SE18 2JD

### Academies operated

Alderwood Primary School  
Deansfield Primary School  
Halstow Primary School  
Horn Park Primary School  
South Rise Primary School  
Willow Dene School

### Location

Greenwich  
Greenwich  
Greenwich  
Greenwich  
Greenwich  
Greenwich

### Head

K Cutajar and N Tilley  
J Blyth  
T Gray  
H Robinson  
H Brown  
R Harrison

# THE COMPASS PARTNERSHIP OF SCHOOLS

## REFERENCE AND ADMINISTRATIVE DETAILS

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### **Independent auditor**

Azets Audit Services  
Greytown House  
221-227 High Street  
Orpington  
Kent  
BR6 0NZ

### **Bankers**

Lloyds Bank  
39 Threadneedle Street  
London  
EC2R 8AU

### **Solicitors**

Legal Services Royal Borough of Greenwich  
The Woolwich Centre - 4th Floor  
35 Wellington Street  
Woolwich  
SE18 6HQ

# THE COMPASS PARTNERSHIP OF SCHOOLS

## DIRECTORS' REPORT

### ***FOR THE YEAR ENDED 31 AUGUST 2020***

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The Directors present their annual report together with the accounts and auditor's report of the charitable company for the year 1 September 2019 to 31 August 2020. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

The Trust operates five primary schools for children aged 4 -11 and one special school for children aged 2 - 16. The schools are situated in the area of Greenwich. Please see below for pupil capacity:

Alderwood (1FE):

Capacity of School: 210

Number on Roll: 188

Deansfield (2FE):

Capacity of School: 420

Number on Roll: 414

Number on roll of onsite Nursery: 75

Halstow (2FE):

Capacity of School: 420

Number on Roll: 413

Horn Park (2FE):

Capacity of School: 420

Number on Roll: 362

Number on roll of onsite Nursery: 40

South Rise (3FE):

Capacity of School: 630

Number on Roll: 605

Number on roll of onsite Nursery: 74

Willow Dene:

Capacity of School: 220

Number on Roll: 242

Number on roll of onsite Nursery: 4

### **Structure, governance and management**

#### Constitution

The Multi Academy Trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the Multi Academy Trust.

The Directors are the trustees of The Compass Partnership of Schools and are also the directors of the charitable company for the purposes of company law. Details of the Directors who served during the year are included in the Reference and Administrative Details on page 1.

The Compass Partnership of Schools was incorporated on 6th September 2016 and is made up of six schools. All schools have kept their original names, and obtained academy status from 1st July 2017. The Trust is also in partnership Wingfield Primary School. Wingfield Primary School has received its academy order and will join the Trust during the academic year 2020 – 2021.

#### 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.

# THE COMPASS PARTNERSHIP OF SCHOOLS

## DIRECTORS' REPORT (CONTINUED)

### *FOR THE YEAR ENDED 31 AUGUST 2020*

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

The members of the multi-academy trust shall comprise the signatories to the Memorandum, the chairman of the Directors, and any person appointed under Article 16.

The number of Directors shall be not less than 3, but shall not be subject to a maximum. Members will be appointed by the Directors except for the CEO who will have de facto membership.

Each Trust school shall have its own local governing body. The LGB composition can vary between schools, but the intention is to have each LGB comprising of no more than 13 members. For an LGB with 13 members, the composition is as follows:

- 2 elected parent governors
- 1 staff governor
- Head Teacher
- Executive Head Teacher
- 6 co-opted governor
- up to 2 board appointed governors (appointed for the skills they can bring contribute to the effective governance and success of the academy)

The first Directors of The Compass Partnership of Schools shall be those persons named in the statement delivered pursuant to sections 9 and 12 of the Companies Act 2006.

Each of the persons entitled to appoint members above shall have the right, from time to time by written notice delivered to the Office, to remove any Member appointed by them and to appoint a replacement member to fill a vacancy whether resulting from such removal or otherwise.

The term of office for any Director or Member shall be 4 years.

#### Policies and procedures adopted for the induction and training of Directors

During the period under review the Trust Board of Directors held 12 full Directors meetings. All relevant Directors are provided with copies of policies, procedures, minutes, accounts, budgets, plans and other documents that they will need to undertake their role as Directors. There is an induction programme for new trustees which includes a one on one meeting with the Chair of the Board and a meeting with the Executive Team. Most Trustees also sit on at least one of the Committees.

#### Organisational structure

The structure consists of four management levels: The Compass Partnership of Schools Directors Board, The Executive Leadership Team, the Local Governing Body and the individual School Leadership Teams. The aim of the management structure is to devolve responsibility and encourage involvement in decision making at all levels. This structure sits within an overall framework of principles that ensures core functions are standardised whilst a degree of school autonomy and individual character is maintained so that local solutions to local issues can be quickly developed and have immediate impact. The current management structure is the outcome of an evolutionary process that took place over the 6 years the partnership developed as a maintained group of schools.

The Compass Partnership of Schools' Directors Board are responsible for setting general policy, adopting an annual plan, budget monitoring by the use of budget reports, and for making major decisions about the direction of The Compass Partnership of Schools', capital expenditure, and senior staff appointments.

The individual school's Leadership Team consists of the Headteacher/Head of School, Deputy Heads, Assistant Heads of School. These leaders control the school at school level, implementing the policies laid down by themselves, the local governing body, the Executive Team or The Compass Partnership of Schools Directors' Board. As a group, the Senior Leadership Team is responsible for the authorisation of spending within agreed budgets, and the appointment of non-senior staff. Appointments of senior leader posts will require Director's authorisation.

# THE COMPASS PARTNERSHIP OF SCHOOLS

## DIRECTORS' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2020

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

The setting of the pay and remuneration for the Chief Executive Officer is devolved from the Compass Directors Board to a panel responsible for CEO performance management. The pay of the CEO is set within the limits outlined in the National Teachers Pay and Conditions document. This process is externally facilitated and validated to ensure it is robust and challenging.

The pay and remuneration of the Executive Team below CEO level is set by the Trustees and is aligned with Greenwich local authority pay and conditions and the National Teachers Pay and Conditions Document. This process is externally facilitated and validated to ensure it is robust and challenging.

Head Teacher pay within all Trust schools is set using the formula within the pay and conditions document, applicable at the time of appointment. A panel consisting of members of the Executive Team and the Local Governing Body will set the exact pay within the pay range identified within the pay and conditions document.

No leader in The Compass Partnership of Schools' is paid more than 25% above the leadership scale, in line with national recommendations – including the CEO. Current pay levels have been inherited on conversion from maintained school status and there has been no pay progression for senior staff since the group became a multi academy trust.

#### Engagement with employees

The Compass Partnership of Schools Trust is committed to ensuring equality in employment. We ensure that our recruitment process is inclusive and accessible by:

Making job adverts accessible

Providing job details in accessible formats when requested e.g.; large print

Accepting applications in alternate formats e.g. paper form

Promoting our vacancies through a range of channels

Providing reasonable adjustments as required

Ensuring against discrimination

We support existing employees who acquire a disability or long-term health condition, enabling them to stay in work wherever possible.

#### Engagement with suppliers, customers and others in a business relationship with the Multi Academy Trust

The Trust fosters a desire to work in partnership with its suppliers, businesses, parents and the wider community

# THE COMPASS PARTNERSHIP OF SCHOOLS

## DIRECTORS' REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 AUGUST 2020**

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### **Objectives and activities**

#### Objects and aims

#### **Principal activities**

The principal activity of the multi-academy trust is to advance for the public benefit education in the United Kingdom, in particular, but without prejudice to the generality of the foregoing, by establishing, maintaining, carrying on, managing and developing schools and settings offering a broad and balanced curriculum.

#### **The Mission**

The Compass Partnership of Schools is fully inclusive and committed to achieving high quality educational outcomes for all of our children. Through the provision of rich and meaningful curricula, which place a strong emphasis on the arts and sport, we develop a love of learning and the motivation to succeed. We know that school is just one element of our children's experience, and work alongside our families and community to foster a sense of moral and social responsibility. Our curricula focus on providing experiences that encourage our children to become curious, enthusiastic, resilient and confident learners, enabling them to change the world for the better.

#### **This will drive the ultimate aim:**

To Improve the Educational Outcomes for Children in Education.

#### Objectives, strategies and activities

The Compass Multi-Academy Trust developed from the original group of 7 maintained schools under the executive leadership of the CEO. We are a forward thinking, innovative and creative school group, committed to achieving excellence within meaningful and empowering contexts for learning. Fundamental to our ethos is an understanding that the way we organise our schools for learning is key to educating children for the world we would wish to see them develop and thrive in. We are 'growth mindset' organisations, and we champion the message that 'everyone can'.

As a multi-academy trust, The Compass Partnership of Schools aims to retain its identity as a group, as well as to protect the unique characters of each of our schools. We firmly believe that collaboration should not equate to 'sameness'. We celebrate diversity in all its forms, and while there are some very clear consistencies across our schools, these do not undermine their individuality. We are clear that we need to be unwavering about the right things, quality and integrity.

As the Trust evolves and expands, we aim to ensure that our Constitution and Articles frame our collective aspirations for the future of our schools, while centring them at the heart of their communities. We aim to be a local group of schools that develops local hubs in other locations - an integral part of education provision across Greenwich and beyond.

The Compass Partnership of Schools stands for partnership, excellence and opportunity. We aim to shape the world by empowering children to make it a more just, equitable and sustainable place for future generations to prosper in.

The Compass Partnership of Schools is passionate about securing the highest standards of provision and achievement for all children. We are committed to achieving this by creating a fully inclusive environment that actively promotes social justice and equality, thereby empowering disadvantaged communities. We provide this through the creation of cognitively challenging contexts for learning that develop children's desire to learn. We believe that by encouraging children to become agents of their own learning, they are empowered to become autonomous and independent, and to respond to challenges. This in turn enables them to grow into responsible citizens who are able to contribute to today's society in a way that maximises their strengths and individual characters.



# THE COMPASS PARTNERSHIP OF SCHOOLS

## DIRECTORS' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2020

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#### Objectives, strategies and activities

As a group of schools, we develop ambitious, challenging and creative curricula that enable all children to flourish socially, spiritually, culturally, emotionally and academically. Whilst high academic attainment is important for all children's life chances, we also believe in the importance of providing a rich experience of the arts and physical development.

The Compass Partnership of Schools is committed to the very highest professional standards. We value individuality and promote the unique ethos of each school, firmly at the heart of its community. Through collaboration, we seek to build on the strengths that exist within each school so that our collective intellectual capital benefits our broader Compass community.

#### **The Trust Commitments**

- Commitment to achieving the highest standards of inclusive provision and outcomes for all children.
- Commitment to the aims, values and ethos of the Trust.
- Commitment to the Articles, Scheme of Delegation and financial contribution (through the top-slice agreement) of the Trust.
- Commitment to the Compass Principles and to collaborative developments in pedagogy and curricula.
- Commitment to all jointly-agreed operating policies and procedures.
- Commitment to all Trust branding agreements to ensure consistency across the Trust, whilst protecting individuality and school identity.
- Commitment to locally-focused admissions criteria and nationally agreed procedures for children who are hard to place – Fair Access Protocols.
- Commitment to working in partnership with parents, carers and the local community, to ensure schools are responsive to their aspirations for their children.
- Commitment to promoting the strengths of the Trust and the benefits of collaborative development, working across the group for the good of the whole.
- Commitment to sharing staff expertise, responding to the needs of the Trust, and jointly finding solutions.
- Commitment to working with schools beyond our immediate partnership.
- Commitment to teacher and support staff pay and conditions, and to professional learning for all.
- Commitment to respecting the environment and to developing green, sustainable ways of working.

Externally validated school reviews evaluate the extent to which principles are embedded and impacting positively on provision and outcomes for all pupils.

#### Public benefit

The Directors have complied with their duty to have due regard to the guidance on public benefit issued by the Charity Commission in exercising their powers and duties.

The Trust adopts the admission policies of the Local Authority in which it works.

# THE COMPASS PARTNERSHIP OF SCHOOLS

## DIRECTORS' REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 AUGUST 2020**

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### Strategic report

#### Achievements and performance

Pupils enter the schools from a wide range of social, cultural and economic backgrounds. The schools pride themselves on being inclusive.

See below for the percentage of pupils eligible for free school meals, from ethnic minority backgrounds and on the Special Educational Needs register for each school:

#### Alderwood

48.4% of pupils eligible for Free Schools Meals  
48.94% of pupils from ethnic minority backgrounds  
22.34% of children on SEN register

#### Deansfield

3.8% of pupils eligible for FSM  
33.3% of pupils from ethnic minority backgrounds  
13.76% of children on SEN register

#### Halstow

11% of pupils eligible for Free Schools Meals  
54% of pupils from ethnic minority backgrounds  
12% of children on SEN register

#### Horn Park

39.05% of pupils eligible for Free Schools Meals  
53.73% of pupils from ethnic minority backgrounds  
16.42% of children on SEN register

#### South Rise

32% of pupils eligible for Free Schools Meals  
84.6% of pupils from ethnic minority backgrounds  
23% of children on SEN register

#### Willow Dene

45.9% of pupils eligible for Free Schools Meals  
75.6% of pupils from ethnic minority backgrounds  
100% of children on SEN register

To ensure that standards are continually raised the schools operate a programme of internal and external reviews of curriculum areas and have an external quality assurance review provided by our Local Authority Improvement Partner.

The individual academies within the Compass Partnership of Schools are judged by Ofsted as follows:

- Alderwood as 'Requires Improvement with Good leadership and Behaviour'
- Deansfield as 'Outstanding'
- Halstow as 'Outstanding'
- South Rise as 'Good'
- Willow Dene as 'Good with evidence of outstanding; reinspection within 2 years to confirm this'
- Horn Park as 'Good'

# THE COMPASS PARTNERSHIP OF SCHOOLS

## DIRECTORS' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2020

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#### COVID

The Trust has continued to deliver high quality teaching and learning both in school and remotely as needed. Kept children, staff and adults safe. Supported parents and our communities. Governance switched to remote interaction quickly and governors and trustees have maintained effective oversight, challenge and support throughout this period. High-quality collaborative planning of core subjects was quickly established and will continue regardless of the pandemic.

Some lettings have had to discontinue which has had a budgetary impact on the schools concerned. School trips have been cancelled including school journeys. External organisations delivering certain extra-curricular and other specialist teaching and learning have been cancelled.

There has been a cost impact of additional cleaning, PPE, and hygiene materials these have been closely monitored.

The use of volunteers has been kept to a minimum during this period due to attempts to reduce chance of infection. Charlton Athletic Football Club delivered food parcels to Willow Dene families. Staff delivered food parcels and free school meal vouchers to families.

The Trust fundraising has been affected however staff and parents donated food for families that could not go to shops for supplies.

Staff have been resilient, hardworking and child focused throughout. Some staff members have felt anxious at times, particularly those with underlying medical conditions. Staff have supported parents and the wider school communities.

Pupils are happy to be in school and feel safe. Parents who have had their children at home have done a great job at supporting their child's learning. Pupils who do not have access to a device when at home may have been adversely affected as well as vulnerable pupils who have not engaged with learning despite contact from the schools

#### Key performance indicators

The main KPI is the Ofsted Framework for Inspection. Inspectors must judge the quality of education provided in the school. This is the overarching judgement.

In order to make a judgement about the quality of education provided in the school, inspectors must first make four key judgements. These are:

- the achievement of pupils at the school
- the quality of teaching in the school
- the behaviour and safety of pupils at the school
- the quality of leadership in and management of the school

In addition, inspectors must also consider:

- the spiritual, moral, social and cultural development of pupils at the school
- the extent to which the education provided by the school meets the needs of the range of pupils at the school, and in particular the needs of:
- pupils who have a disability for the purposes of the Equality Act 2010
- pupils who have special educational needs.

#### Going concern

After making appropriate enquiries, the Board of Directors has a reasonable expectation that the Multi Academy Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Board of Directors continues to adopt the going concern basis in preparing the accounts. Further details regarding the adoption of the going concern basis can be found in the statement of accounting policies.

# THE COMPASS PARTNERSHIP OF SCHOOLS

## DIRECTORS' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2020

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#### Protecting the success of the Multi Academy Trust

The Trust ensures that any long term decision is financially sustainable and undertakes a thorough review of risk as part of its decision-making processes.

The Trust undertakes an annual staff survey and analyse and act on responses. Established workload and wellbeing group. Employee Assistance Service available for free to support staff with health, legal and financial matters. Consult with staff and actively seek feedback prior to implementation of new policies/ways of working.

The Trust fosters a desire to work in partnership with its suppliers, businesses, parents and the wider community.

The Trust has remained available to its communities throughout this period and will continue to support parents, families and the wider community. The Trust will be applying to the Government's energy scheme as part of its wider environmental priorities. Photocopiers and printers have been centrally procured and technology enables the trust to monitor volumes of printing, the SharePoint system enables staff to collaborate electronically and further reduces the need to print.

We continue to strive to maintain a good reputation for high standards and to conduct ourselves in line with the Nolan Principles of public life.

The Trust have a Code of Conduct in place which is observed by all members.

The Trust has continued to develop the school estates through successful CIF bids.

#### **Financial review**

Most of the Academy's income is obtained from the Education, Skills Funding Agency (ESFA) in the form of recurrent grants, some of which are restricted to particular purposes. The grants received from the ESFA during the year ended 31 August 2020 and the associated expenditure are shown as restricted funds in the Statement of Financial Activities.

The Academy also receives grants for fixed assets from the ESFA. In accordance with the Charities Statement of Recommended Practice, 'Accounting and Reporting by Charities' (SORP 2015), such grants are shown in the Statement of Financial Activities as restricted income in the fixed asset fund. The restricted fixed asset fund balance is reduced by annual depreciation charges over the expected useful life of the assets concerned.

During the period ended 31 August 2020, total expenditure of £23,525k (2019: £23,609k) was met by recurrent grant funding from the ESFA together with other incoming resources. The excess of expenditure over income for the period (excluding pension deficit on conversion, restricted fixed asset funds and transfers to restricted fixed asset funds) was £1,458k (2019: £1,989k).

Each school has been affected financially during this period due to the significant additional costs incurred through the purchasing of PPE, cleaning products and cost of additional cleaning for the period March – August 2020. Schools have also been affected due to loss of earnings.

Management of the hierarchy of controls and additional measures in place has had a significant impact on resources.

There has been no impact on trust reserves.

At 31 August 2020 the net book value of fixed assets was £71,802k (2019: £72,470k). Movements in tangible fixed assets are shown in note 13 to the financial statements. The assets were used exclusively for providing education and the associated support services to the pupils of the Academy.

The Local Government pension scheme, in which the Academy participates, showed a deficit of £14,408k (2019: £11,569k) as at 31 August 2020.

# THE COMPASS PARTNERSHIP OF SCHOOLS

## DIRECTORS' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2020

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#### Reserves policy

The Directors review the reserve levels of the Academy annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The Directors have determined that the appropriate level of free reserves should be equivalent to four weeks' expenditure, approximately £1,800 (2018: £1,500k).

The reason for this is to provide sufficient working capital to cover delays between spending and receipt of grants and to provide a cushion to deal with unexpected emergencies such as urgent maintenance. The Academy's current level of unrestricted reserves of £2,336k (2019: £1,819k) (total funds less the amount held in fixed assets and restricted funds).

The Directors expect the excess in reserves to decrease over the coming years.

The Academy held fund balances at 31 August 2020 of £59,794k (2019: £62,880k ) comprising £57,458k (2019: £61,061k ) of restricted funds and £2,336k (2019: £1,819k ) of unrestricted general funds. Of the restricted funds, £71,802k (2019: £72,470k ) is represented by tangible fixed assets and £64k of unspent capital funding (2019: £160k). The Pension reserve which is considered part of restricted funds was £14,408k (2019: £11,569k ) in deficit.

#### Investment policy

Under the Memorandum and Articles of Association, the Academy has the power to invest funds not immediately required for its own purposes, in any way the Directors see fit. The organisation has a positive cash balance to cover eventualities and unforeseen expenses. The banking facilities are reviewed on a regular basis.

#### Principal risks and uncertainties

The principal risks to The Compass Partnership of Schools are:

1. Failure to achieve the highest quality standards for children. In order to mitigate this risk Directors ensure high quality recruitment and performance management of all senior staff. All systems and processes are focussed on school improvement, there is a rigorous monitoring and accountability system focussing on children's outcomes.
2. The rising costs of staff pensions.
3. COVID –19 and additional costs for staffing, hygiene and PPE
4. Pupil numbers in some schools remain a risk

The Compass Partnership of Schools has a risk register that lists the key risks and discusses mitigating factors. This is reviewed on a termly basis both in terms of ensuring that the mitigating factors are still relevant and whether any of the action plans need reviewing.

There is also a separate risk register for COVID-19.

#### Risk management

The Directors have assessed the major risks to which the Multi Academy Trust is exposed, in particular those relating to specific teaching, provision of facilities and other operational areas of the trust and its finances. The Directors have implemented a number of systems to assess risks that each school faces, especially in operational areas (e.g. in relation to teaching, health and safety, bullying and school trips) and in relation to the control of finance. They have introduced systems, including operational procedures (e.g. vetting of new staff and visitors to maintain strict safeguarding protocols and manage risk. Any prospective school joining the trust has a full due diligence review to minimise any future risk to the organisation. Where there is significant financial risk the trust has ensured there is adequate insurance cover. The Compass Partnership of Schools has an effective system of internal control as described in the MAT Financial Procedures.

# THE COMPASS PARTNERSHIP OF SCHOOLS

## DIRECTORS' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2020

#### Financial and risk management objectives and policies

The financial risks to which the multi-academy trust is exposed to relate primarily to:

1. Change in government and legislation
2. Potential of reduced funding and cash flow
3. Reduction in student numbers
4. Additional costs incurred in the management of the COVID-19 pandemic and also loss of income for some schools, i.e. lettings

A risk also arises in relation to the defined benefit pension scheme, due to the fact that there is a deficit of £14,408k (2019: £11,569k).

#### **Streamlined energy and carbon reporting**

<i>Energy consumption</i>	<b>kWh</b>	<b>kWh</b>
Aggregate of energy consumption in the year		
- Gas combustion	3,068,874	
- Fuel consumed for transport	985,524	
- Electricity purchased	11,483	
		4,065,881
<i>Emissions of CO2 equivalent</i>	<b>metric tonnes</b>	<b>metric tonnes</b>
Scope 1 - direct emissions		
- Gas combustion	564.27	
- Fuel consumed for owned transport	22.26	
		586.53
Scope 2 - indirect emissions		
- Electricity purchased		222.00
Scope 3 - other indirect emissions		
- Fuel consumed for transport not owned by the Multi Academy Trust		1.00
Total gross emissions		809.53
<i>Intensity ratio</i>		
Tonnes CO2e per pupil		36.66

#### *Quantification and reporting methodology*

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

#### *Intensity measurement*

The chosen intensity measurement ratio is total gross emissions in Kgs CO2 equivalent per M2

#### *Measures taken to improve energy efficiency*

The Compass Partnership of Schools continue to strive for energy and carbon reduction arising from their activities. Although no specific Principal Energy Efficiency Actions were taken during this year the schools continue to export excess generated electricity from the solar PV arrays at both Alderwood and Deansfield schools, during this financial period that amounted to 20,134 kWh's. Electricity consumed on site from the solar array avoided 8.43 tCO2e being emitted.

# THE COMPASS PARTNERSHIP OF SCHOOLS

## DIRECTORS' REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 AUGUST 2020**

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### **Plans for future periods**

The Trust is committed to continuing to advance its objectives this year. Resources are more stretched than usual due to Covid, but staff are dedicated to the schools and their communities. The impact of virus – related control measure does not affect the wider networks that we are part of, Most organisations are effectively working remotely, and so meaningful collaboration may continue.

The Trust will continue striving to improve the levels of performance of its pupils at all levels and will continue its efforts to ensure its students are fully prepared for the next steps in their school life. At Board level the Trust will work with local authorities, the Department for Education, and individual schools to grow the number of schools at a manageable rate and around our hub model. The hub model allows for meaningful collaboration within a geographical locality and ensures progress is sustained in all schools.

The schools know their strengths and weaknesses based on continual self-assessment. External validation through an annual programme of review- is well used to formulate developments. The School Development Plan is succinct and well-focussed on key developmental areas and sits within the wider Trust Three Year Strategic Plan.

Subject areas that are underperforming are challenged and supported so that improvements are made. Colleagues that require support to improve their own professional practice are similarly challenged and supported. Interventions for pupils are thorough, although these are being modified to focus even more clearly of key strategic areas for improvement.

The Compass Partnership of Schools' is committed to the continual professional learning of all groups of staff. We have an extensive programme of in-house development programmes and support staff at all levels with career progression and learning. We are committed to the highest standards of professional learning as we know it is this that makes a difference to pupil engagement and outcomes.

### **Auditor**

In so far as the Directors are aware:

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

On 7 September 2020 Group Audit Services Limited, trading as Wilkins Kennedy Audit Services, changed it's name to Azets Audit Services Limited. The name they practice under is Azets Audit Services and accordingly they have signed their report in their new name.

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

M Whitehead  
**Chair**

# THE COMPASS PARTNERSHIP OF SCHOOLS

## GOVERNANCE STATEMENT

**FOR THE YEAR ENDED 31 AUGUST 2020**

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### Scope of responsibility

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

The Board of Directors has delegated the day-to-day responsibility to the Chief Financial Officer, 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 Compass Partnership Of Schools and the Secretary of State for Education. The accounting officer is also responsible for reporting to the Board of Directors any material weaknesses or breakdowns in internal control.

### Governance

The information on governance included here supplements that described in the Directors' Report and in the Statement of Directors' Responsibilities. The Board of Directors has formally met 11 times during the year. Attendance during the year at meetings of the Board of Directors was as follows:

Directors	Meetings attended	Out of possible
M Bernard (Resigned 16 July 2020)	9	10
J Camp (Accounting Officer) (Resigned 16 July 2020)	10	10
H Lewis	11	11
J MacLeod (Resigned 3 September 2019)	0	0
R Morgan (Resigned 12 September 2019)	0	0
L Perks	10	11
O Ralston	11	11
C Rea	10	11
S Skidmore	10	11
M Whitehead (Chair)	11	11
N Fitzgerald	9	11
A Duguid (Resigned 4 September 2020)	10	11
A Wasik-Hyde (Appointed 12 December 2019)	8	9
R Bansil (Appointed 15 October 2020)		

In the period September 2019 – August 2020 R Morgan, J Macleod, M Bernard and J Camp resigned from the Board and A Wasik-Hyde was appointed.

- The Board has undertaken the annual review of the Scheme of Delegation, continues work on its governance framework, undertaken the performance management of the CEO, Executive Headteachers and Business Team, and continued with the day-to day oversight of the group of schools.
- The Trust's data management and reporting system is highly effective and facilitates challenge.
- The Trust has evaluated effectiveness and decided to form a standards committee to strengthen its work.
- The Trust is committed to externally reviewing its work every three years

The Board met 11 times in the year. The business committee and the audit and risk committee also met on four and three occasions respectively. The Pay & Personnel (sub-committee of Business) & Standards Committees both met on three occasions. There is a continued dialogue between the committees and the full Board and any issues or concerns are also discussed as and when required.

The business committee is a sub-committee of the main Board of Directors. Its purpose is to ensure the appropriate use of trust funds in accordance with Financial Policy and Governance.



# THE COMPASS PARTNERSHIP OF SCHOOLS

## GOVERNANCE STATEMENT (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2020

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Attendance at meetings in the year was as follows:

Directors	Meetings attended	Out of possible
H Lewis	4	4
L Perks	4	4
S Skidmore	4	4
M Whitehead (Chair)	4	4
N Fitzgerald	3	4

The audit committee is a sub-committee of the main Board of Directors.

Attendance at meetings in the year was as follows:

Directors	Meetings attended	Out of possible
O Ralston	3	3
C Rea	3	3
A Wasik-Hyde (Appointed 12 December 2019)	3	3

#### Review of value for money

As accounting officer, the Chief Financial Officer has responsibility for ensuring that the Multi 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 trust's use of its resources has provided good value for money during each academic year, and reports to the board of directors where value for money can be improved, including the use of benchmarking data where available.

#### 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 Multi 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 Compass Partnership Of Schools for the period 1 September 2019 to 31 August 2020 and up to the date of approval of the annual report and accounts.

#### Capacity to handle risk

The board of Directors has reviewed the key risks to which the Multi Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board of Directors is of the view that there is a formal ongoing process for identifying, evaluating and managing the Multi Academy Trust's significant risks that has been in place for the period 1 September 2019 to 31 August 2020 and up to the date of approval of the annual report and accounts. This process is regularly reviewed by the board of Directors.

# THE COMPASS PARTNERSHIP OF SCHOOLS

## GOVERNANCE STATEMENT (CONTINUED)

**FOR THE YEAR ENDED 31 AUGUST 2020**

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### **The risk and control framework**

The Multi 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 Directors;
- regular reviews by the business committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- setting targets to measure financial and other performance;
- clearly defined purchasing (asset purchase or capital investment) guidelines;
- identification and management of risks.

The Governing Body has considered the need for a specific internal audit function and has decided not to appoint an internal auditor. However, the Governors have appointed Wilkins Kennedy, to complete the internal audit function. Wilkins Kennedy's role includes giving advice on financial matters and performing a range of checks on the Academy Trust's financial systems.

In particular the checks carried out in the current period include:

- Testing of control systems
- Testing of control account/ bank reconciliation
- Review of policies and procedures and adherence thereon
- Review of governance and training of Governors

Wilkins Kennedy reports to the Governing body on the operation of the systems of control and on the discharge of the Governing Body's financial responsibilities. The role is carried out by a separate team at Wilkins Kennedy with no connection to the audit team, this is to ensure the reviews are carried out independently.

The Trust confirms the internal auditor has delivered their schedule of work as planned and no material control issues arose as a result of the internal auditor's work.

### **Review of effectiveness**

As accounting officer the Chief Financial Officer has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

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

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

Approved by order of the Board of Directors on 10 December 2020 and signed on its behalf by:

J Camp  
**Accounting Officer**

M Whitehead  
**Chair**

# THE COMPASS PARTNERSHIP OF SCHOOLS

## STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE *FOR THE YEAR ENDED 31 AUGUST 2020*

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As accounting officer of The Compass Partnership of Schools, I have considered my responsibility to notify the Multi Academy Trust Board of Directors and the Education and 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 Multi 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 Multi Academy Trust's Board of Directors are able to identify any material irregular or improper use of funds by the Multi Academy Trust, or material non-compliance with the terms and conditions of funding under the Multi Academy Trust's funding agreement and the Academies Financial Handbook 2019.

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

J Camp  
**Accounting Officer**

10 December 2020

# THE COMPASS PARTNERSHIP OF SCHOOLS

## STATEMENT OF DIRECTORS' RESPONSIBILITIES

### *FOR THE YEAR ENDED 31 AUGUST 2020*

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The directors (who also act as trustees for The Compass Partnership of Schools) are responsible for preparing the Directors' report and the accounts in accordance with the Academies Accounts Direction 2019 to 2020 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 Directors to prepare accounts for each financial year. Under company law, the Directors must not approve the accounts 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 accounts, the Directors are required to:

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

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

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

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

Approved by order of the members of the Board of Directors on 10 December 2020 and signed on its behalf by:

M Whitehead  
**Chair**

# THE COMPASS PARTNERSHIP OF SCHOOLS

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE COMPASS PARTNERSHIP OF SCHOOLS

**FOR THE YEAR ENDED 31 AUGUST 2020**

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### Opinion

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

In our opinion the accounts:

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

### Basis for opinion

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

### Conclusions relating to going concern

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

- the Directors' use of the going concern basis of accounting in the preparation of the accounts is not appropriate; or
- the Directors have not disclosed in the accounts any identified material uncertainties that may cast significant doubt about the Multi 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 accounts are authorised for issue.

### Other information

The Directors are responsible for the other information, which comprises the information included in the annual report other than the accounts and our auditor's report thereon. Our opinion on the accounts 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 accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts 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 accounts 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.

# THE COMPASS PARTNERSHIP OF SCHOOLS

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE COMPASS PARTNERSHIP OF SCHOOLS (CONTINUED)

**FOR THE YEAR ENDED 31 AUGUST 2020**

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

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

- the information given in the Directors' report including the incorporated strategic report for the financial year for which the accounts are prepared is consistent with the accounts; and
- the Directors' report including the incorporated strategic report has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the Multi Academy Trust and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report, including the incorporated strategic report.

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

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

### **Responsibilities of Directors**

As explained more fully in the statement of Directors' responsibilities, the Directors are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, the Directors are responsible for assessing the Multi 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 Directors either intend to liquidate the charitable company, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the accounts**

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

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

# THE COMPASS PARTNERSHIP OF SCHOOLS

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE COMPASS PARTNERSHIP OF SCHOOLS (CONTINUED)

***FOR THE YEAR ENDED 31 AUGUST 2020***

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### **Use of our report**

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

**Michelle Wilkes FCA (Senior Statutory Auditor)**  
**for and on behalf of Azets Audit Services**  
**Chartered Accountants**  
**Statutory Auditor**

16 December 2020

Greytown House  
221-227 High Street  
Orpington  
Kent  
BR6 0NZ

# THE COMPASS PARTNERSHIP OF SCHOOLS

## INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE COMPASS PARTNERSHIP OF SCHOOLS AND THE EDUCATION AND SKILLS FUNDING AGENCY

**FOR THE YEAR ENDED 31 AUGUST 2020**

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In accordance with the terms of our engagement letter dated 8 October 2020 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 Compass Partnership of Schools during the period 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 Compass Partnership of Schools and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to the The Compass Partnership of Schools 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 Compass Partnership of Schools and ESFA, for our work, for this report, or for the conclusion we have formed.

### **Respective responsibilities of The Compass Partnership of Schools's accounting officer and the reporting accountant**

The accounting officer is responsible, under the requirements of The Compass Partnership of Schools's funding agreement with the Secretary of State for Education dated 28 June 2017 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 period 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 Multi Academy Trust's income and expenditure.

Our work included identification and assessment of the design and operational effectiveness of the controls, policies and procedures that have been implemented to ensure compliance with the framework of authorities including high level financial control areas and areas assessed of presenting a higher risk of impropriety. We undertook detailed testing, based on our assessment of risk of material irregularity, where such controls, policies and procedures apply to classes of transactions. This work was integrated with our audit on the financial statements to the extent evidence from the conduct of that audit supports the regularity conclusion as well as additional testing based on our assessment of risk of material irregularity.



# THE COMPASS PARTNERSHIP OF SCHOOLS

## INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE COMPASS PARTNERSHIP OF SCHOOLS AND THE EDUCATION AND SKILLS FUNDING AGENCY (CONTINUED)

***FOR THE YEAR ENDED 31 AUGUST 2020***

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### **Conclusion**

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 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.

### **Reporting Accountant**

Azets Audit Services  
Greytown House  
221-227 High Street  
Orpington  
Kent  
BR6 0NZ

Dated: 16 December 2020

# THE COMPASS PARTNERSHIP OF SCHOOLS

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2020

	Notes	Unrestricted funds £'000	Restricted funds: General £'000	Fixed asset £'000	Total 2020 £'000	Total 2019 £'000
<b>Income and endowments from:</b>						
Donations and capital grants	3	223	-	240	463	851
Charitable activities:						
- Funding for educational operations	4	-	20,218	-	20,218	19,522
Other trading activities	5	757	-	-	757	1,080
Investments	6	7	-	-	7	2
<b>Total</b>		987	20,218	240	21,445	21,455
<b>Expenditure on:</b>						
Charitable activities:						
- Educational operations	9	225	22,438	862	23,525	23,609
<b>Total</b>	7	225	22,438	862	23,525	23,609
<b>Net income/(expenditure)</b>		762	(2,220)	(622)	(2,080)	(2,154)
Transfers between funds	17	(245)	387	(142)	-	-
<b>Other recognised gains/(losses)</b>						
Actuarial losses on defined benefit pension schemes	19	-	(1,006)	-	(1,006)	(2,452)
<b>Net movement in funds</b>		517	(2,839)	(764)	(3,086)	(4,606)
<b>Reconciliation of funds</b>						
Total funds brought forward		1,819	(11,569)	72,630	62,880	67,486
Total funds carried forward		2,336	(14,408)	71,866	59,794	62,880

# THE COMPASS PARTNERSHIP OF SCHOOLS

## STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2020

Comparative year information Year ended 31 August 2019	Notes	Unrestricted funds £'000	Restricted funds: General	Fixed asset £'000	Total 2019 £'000
<b>Income and endowments from:</b>					
Donations and capital grants	3	183	-	668	851
Charitable activities:					
- Funding for educational operations	4	-	19,522	-	19,522
Other trading activities	5	1,080	-	-	1,080
Investments	6	2	-	-	2
<b>Total</b>		1,265	19,522	668	21,455
<b>Expenditure on:</b>					
Charitable activities:					
- Educational operations	9	182	22,594	833	23,609
<b>Total</b>	7	182	22,594	833	23,609
<b>Net income/(expenditure)</b>		1,083	(3,072)	(165)	(2,154)
Transfers between funds	17	(776)	1,422	(646)	-
<b>Other recognised gains/(losses)</b>					
Actuarial losses on defined benefit pension schemes	19	-	(2,452)	-	(2,452)
<b>Net movement in funds</b>		307	(4,102)	(811)	(4,606)
<b>Reconciliation of funds</b>					
Total funds brought forward		1,512	(7,467)	73,441	67,486
Total funds carried forward		1,819	(11,569)	72,630	62,880

# THE COMPASS PARTNERSHIP OF SCHOOLS

## BALANCE SHEET

AS AT 31 AUGUST 2020

	Notes	2020 £'000	2019 £'000
<b>Fixed assets</b>			
Tangible assets	13	71,802	72,470
<b>Current assets</b>			
Debtors	14	672	460
Cash at bank and in hand		3,084	2,454
		3,756	2,914
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	15	(1,356)	(935)
<b>Net current assets</b>		2,400	1,979
<b>Net assets excluding pension liability</b>		74,202	74,449
Defined benefit pension scheme liability	19	(14,408)	(11,569)
<b>Total net assets</b>		59,794	62,880
<b>Funds of the Multi Academy Trust:</b>			
<b>Restricted funds</b>	17		
- Fixed asset funds		71,866	72,630
- Pension reserve		(14,408)	(11,569)
<b>Total restricted funds</b>		57,458	61,061
<b>Unrestricted income funds</b>	17	2,336	1,819
<b>Total funds</b>		59,794	62,880

The accounts on pages 24 to 47 were approved by the Directors and authorised for issue on 10 December 2020 and are signed on their behalf by:

M Whitehead  
Chair

Company Number 10360957

# THE COMPASS PARTNERSHIP OF SCHOOLS

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2020

	Notes	2020 £'000	£'000	2019 £'000	£'000
<b>Cash flows from operating activities</b>					
Net cash provided by/(used in) operating activities	20		577		(757)
<b>Cash flows from investing activities</b>					
Dividends, interest and rents from investments		7		2	
Capital grants from DfE Group		240		668	
Purchase of tangible fixed assets		(194)		(116)	
<b>Net cash provided by investing activities</b>			53		554
<b>Net increase/(decrease) in cash and cash equivalents in the reporting period</b>			630		(203)
Cash and cash equivalents at beginning of the year			2,454		2,657
<b>Cash and cash equivalents at end of the year</b>			3,084		2,454

# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 AUGUST 2020

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#### 1 Accounting policies

The Compass Partnership of Schools is a charitable company. The address of its principal place of business is given on page 1 and the nature of its operations are set out in the Directors' report.

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

##### 1.1 Basis of preparation

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

##### 1.2 Going concern

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

##### 1.3 Income

All incoming resources are recognised when the Multi 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 period for which it is receivable, and any abatement in respect of the period is deducted from income and recognised as a liability.

Capital grants are recognised 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.

###### Sponsorship income

Sponsorship income provided to the Multi Academy Trust which amounts to a donation is recognised in the statement of financial activities in the period in which it is receivable (where there are no performance-related conditions), where the receipt is probable and it can be measured reliably.

# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

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### 1 Accounting policies

(Continued)

#### Donations

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

#### Other income

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

#### Donated goods, facilities and services

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

#### Donated fixed assets

Donated fixed assets are measured at fair value unless it is impractical to measure this reliably, in which case the cost of the item to the donor is used. The gain is recognised as income from donations and a corresponding amount is included in the appropriate fixed asset category and depreciated over the useful economic life in accordance with the Multi Academy Trust's accounting policies.

### 1.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

All resources expended are inclusive of irrecoverable VAT.

#### Expenditure on raising funds

This includes all expenditure incurred by the Multi Academy Trust to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

#### Charitable activities

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

# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

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### 1 Accounting policies

(Continued)

#### 1.5 Tangible fixed assets and depreciation

Assets costing more than £250 for an individual item or £5,000 for a group of items 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 that require 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.

The properties have been included at the valuation provided by the ESFA when completing their desktop valuation.

On conversion the academies entered into 125 year leases on their land and buildings with the London Borough of Greenwich.

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

Land and buildings	2% straight line (buildings only)
Computer equipment	33% straight line
Fixtures, fittings & equipment	20 % straight line
Motor vehicles	20% straight line

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.

#### 1.6 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 Multi 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.

#### 1.7 Leased assets

Rentals payable under operating leases are charged against income on a straight-line basis over the period of the lease.

#### 1.8 Financial instruments

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

##### Financial assets

Trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost. Prepayments are not financial instruments.

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



# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2020

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#### 1 Accounting policies

(Continued)

##### 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.

#### 1.9 Taxation

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

#### 1.10 Pensions benefits

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

The TPS is an unfunded scheme and contributions are calculated to spread the cost of pensions over employees' working lives with the Multi 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 based on quadrennial valuations using a prospective unit credit method. The 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 are 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 Multi 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 net income or expenditure 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.

#### 1.11 Fund accounting

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

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by 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 Education and Skills Funding Agency.

# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

### 2 Critical accounting estimates and areas of judgement

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

#### Critical accounting estimates and assumptions

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 19, 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 judgement

##### *Useful economic lives of tangible assets*

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 13 for the carrying amount of the property plant and equipment, and note 1.5 for the useful economic lives for each class of assets.

##### *Bad debts*

Debtors are regularly reviewed for recoverability, any debts which in the opinion of management are not recoverable are provided for as a specific bad debt.

There are no key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

### 3 Donations and capital grants

	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000	Total 2019 £'000
Capital grants	-	240	240	668
Other donations	223	-	223	183
	<u>223</u>	<u>240</u>	<u>463</u>	<u>851</u>

# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

### 4 Funding for the Multi Academy Trust's educational operations

	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000	Total 2019 £'000
<b>DfE / ESFA grants</b>				
General annual grant (GAG)	-	11,669	11,669	11,622
Other DfE group grants	-	1,957	1,957	1,661
	-	13,626	13,626	13,283
<b>Other government grants</b>				
Local authority grants	-	6,588	6,588	6,239
<b>Exceptional government funding</b>				
Coronavirus job retention scheme grant	-	2	2	-
Coronavirus exceptional support	-	2	2	-
	-	4	4	-
<b>Total funding</b>	-	20,218	20,218	19,522

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

The funding received for coronavirus exceptional support covers £2k of cleaning costs. These costs are included in notes 7 and 9 below as appropriate.

The academy furloughed one of its after school staff under the government's CJRS. The funding received of £2k relates to staff costs in respect of this member of staff which are included within note 10 below as appropriate.

### 5 Other trading activities

	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000	Total 2019 £'000
Hire of facilities	45	-	45	73
Catering income	136	-	136	218
School to School Support	129	-	129	231
Other income	447	-	447	558
	757	-	757	1,080

# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

### 6 Investment income

	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000	Total 2019 £'000
Short term deposits	7	-	7	2

### 7 Expenditure

	Staff costs £'000	Non-pay expenditure Premises £'000	Other £'000	Total 2020 £'000	Total 2019 £'000
Academy's educational operations					
- Direct costs	13,794	741	885	15,420	15,192
- Allocated support costs	4,787	1,705	1,613	8,105	8,417
	18,581	2,446	2,498	23,525	23,609

#### Net income/(expenditure) for the year includes:

	2020 £'000	2019 £'000
Fees payable to auditor for:		
- Audit	22	21
- Other services	7	4
Depreciation of tangible fixed assets	862	833
Net interest on defined benefit pension liability	215	192

### 8 Central services

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

- Executive Leadership
- Central business Team
- Governance
- IT support
- School journey grants
- Project management of CIF projects
- Funding towards building projects
- Marketing materials and website support
- Promotion of school improvement courses
- Premises support
- Curriculum support

The Multi Academy Trust charges for these services on the following basis:

- 5% of GAG income

# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

### 8 Central services

(Continued)

The amounts charged during the year were as follows:

	2020 £'000	2019 £'000
Alderwood Primary School	69	63
Deansfield Primary School	90	87
Halstow Primary School	91	80
Horn Park Primary School	115	98
South Rise Primary School	159	142
Willow Dene School	129	111
	<u>653</u>	<u>581</u>

### 9 Charitable activities

	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000	Total 2019 £'000
<b>Direct costs</b>				
Educational operations	3	15,417	15,420	15,192
<b>Support costs</b>				
Educational operations	222	7,883	8,105	8,417
	<u>225</u>	<u>23,300</u>	<u>23,525</u>	<u>23,609</u>

	2020 £'000	2019 £'000
<b>Analysis of support costs</b>		
Support staff costs	4,787	4,571
Depreciation	121	92
Technology costs	271	229
Premises costs	1,584	2,092
Legal costs	10	43
Other support costs	1,279	1,365
Governance costs	53	25
	<u>8,105</u>	<u>8,417</u>

# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

### 10 Staff

#### Staff costs

Staff costs during the year were:

	2020 £'000	2019 £'000
Wages and salaries	12,857	12,896
Social security costs	1,195	1,196
Pension costs	4,291	3,585
Staff costs - employees	18,343	17,677
Agency staff costs	238	339
Staff restructuring costs	-	16
Staff development and other staff costs	18,581 72	18,032 104
Total staff expenditure	18,653	18,136
Staff restructuring costs comprise:		
Redundancy payments	-	16

#### Staff numbers

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

	2020 Number	2019 Number
Teachers	182	137
Administration and support	385	367
Management	40	37
	607	541

# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

### 10 Staff

(Continued)

#### Higher paid staff

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

	2020 Number	2019 Number
£60,001 - £70,000	10	7
£70,001 - £80,000	4	3
£80,001 - £90,000	1	1
£90,001 - £100,000	2	3
£100,001 - £110,000	1	1
£110,001 - £120,000	1	-
£130,001 - £140,000	-	1
£140,001 - £150,000	1	-
	=====	=====

#### Key management personnel

The key management personnel of the Multi Academy Trust comprise the Directors and the senior management team as listed on page 1. The total amount of employee benefits (including employer national insurance and pension contributions) received by key management personnel for their services to the Multi Academy Trust was £529k (2019: £552k). The Compass Partnership of schools set pay according to the STPCD. Changes in the numbers of leaders in each category is the result of the nationally agreed pay award.

### 11 Directors' remuneration and expenses

One or more of the Directors has been paid remuneration or has received other benefits from an employment with the Multi Academy Trust. The Chief Financial Officer and other staff Directors only receive remuneration in respect of services they provide undertaking the roles of Chief Financial Officer and staff members under their contracts of employment, and not in respect of their services as Directors.

The value of Directors' remuneration and other benefits was as follows:

#### J Camp (Chief Executive Officer)

- Remuneration: £140,001 - £145,000 (2019: £135,001 - £140,000)
- Employers pension contributions £10,001 - £15,000 (2019: £20,000 - £25,000)

#### M Bernard (Staff)

- Remuneration: £100,001 - £105,000 (2019: £90,001 - £95,000)
- Employers pension contributions £10,001 - £15,000 (2019: £15,000 - £20,000)

During the year £51 (2019: £402) was reimbursed to 1 governor (2019: 4) for travel expenses.

Other related party transactions involving the governors are set out within the related parties note.

### 12 Insurance for Directors and officers

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

# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

### 13 Tangible fixed assets

	Land and buildings	Computer equipment	Fixtures, fittings & equipment	Motor vehicles	Total
	£'000	£'000	£'000	£'000	£'000
<b>Cost</b>					
At 1 September 2019	73,870	133	228	62	74,293
Additions	-	95	99	-	194
At 31 August 2020	73,870	228	327	62	74,487
<b>Depreciation</b>					
At 1 September 2019	1,606	96	85	36	1,823
Charge for the year	741	55	54	12	862
At 31 August 2020	2,347	151	139	48	2,685
<b>Net book value</b>					
At 31 August 2020	71,523	77	188	14	71,802
At 31 August 2019	72,264	37	143	26	72,470

Included in land and buildings is land valued at £36,808k (2019: £36,808k) which is not depreciated.

### 14 Debtors

	2020 £'000	2019 £'000
VAT recoverable	173	165
Other debtors	86	27
Prepayments and accrued income	413	268
	672	460

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

	2020 £'000	2019 £'000
Other taxation and social security	303	-
Other creditors	552	336
Accruals and deferred income	501	599
	1,356	935



# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

### 16 Deferred income

	2020 £'000	2019 £'000
Deferred income is included within:		
Creditors due within one year	247	243
Deferred income at 1 September 2019	243	277
Released from previous years	(243)	(277)
Resources deferred in the year	247	243
<b>Deferred income at 31 August 2020</b>	<b>247</b>	<b>243</b>

At the balance sheet date the Academy Trust was holding funds received in advance for universal infant free school meals and Local Authority grants relating to financial year 2020/21.

### 17 Funds

	Balance at 1 September 2019 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2020 £'000
<b>Restricted general funds</b>					
General Annual Grant (GAG)	-	11,669	(12,056)	387	-
Other DfE / ESFA grants	-	1,959	(1,959)	-	-
Other government grants	-	6,590	(6,590)	-	-
Pension reserve	(11,569)	-	(1,833)	(1,006)	(14,408)
	(11,569)	20,218	(22,438)	(619)	(14,408)
<b>Restricted fixed asset funds</b>					
DfE group capital grants	160	240	-	(336)	64
General Fixed assets	72,470	-	(862)	194	71,802
	72,630	240	(862)	(142)	71,866
<b>Total restricted funds</b>	<b>61,061</b>	<b>20,458</b>	<b>(23,300)</b>	<b>(761)</b>	<b>57,458</b>
<b>Unrestricted funds</b>					
General funds	1,819	987	(225)	(245)	2,336
<b>Total funds</b>	<b>62,880</b>	<b>21,445</b>	<b>(23,525)</b>	<b>(1,006)</b>	<b>59,794</b>

# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

### 17 Funds

(Continued)

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

General Annual Grant: Income received from the ESFA to cover the normal running costs of the Academy.

Under the funding agreement with the Secretary of State, the academy was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2020.

Other DfE/ ESFA grants: This includes Pupil Premium, Sports Premium, Teachers pay and pension grant, Universal Infant Free School Meals, Year 7 catch- up and rates grants all from the ESFA.

Other government grants: This includes early years, pupil premium, High Needs and growth fund from the Local Authority.

DfE group capital grants: This includes devolved formula capital and CIF grants.

The transfer of funds relates to purchase of and transfer of fixed assets between funds and overspend on GAG.

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

	Balance at 1 September 2018 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2019 £'000
<b>Restricted general funds</b>					
General Annual Grant (GAG)	-	11,622	(13,044)	1,422	-
Other DfE / ESFA grants	-	1,661	(1,661)	-	-
Other government grants	-	6,239	(6,239)	-	-
Pension reserve	(7,467)	-	(1,650)	(2,452)	(11,569)
	<u>(7,467)</u>	<u>19,522</u>	<u>(22,594)</u>	<u>(1,030)</u>	<u>(11,569)</u>
<b>Restricted fixed asset funds</b>					
DfE group capital grants	254	668	-	(762)	160
General Fixed assets	73,187	-	(833)	116	72,470
	<u>73,441</u>	<u>668</u>	<u>(833)</u>	<u>(646)</u>	<u>72,630</u>
<b>Total restricted funds</b>	<u>65,974</u>	<u>20,190</u>	<u>(23,427)</u>	<u>(1,676)</u>	<u>61,061</u>
<b>Unrestricted funds</b>					
General funds	<u>1,512</u>	<u>1,265</u>	<u>(182)</u>	<u>(776)</u>	<u>1,819</u>
<b>Total funds</b>	<u>67,486</u>	<u>21,455</u>	<u>(23,609)</u>	<u>(2,452)</u>	<u>62,880</u>

# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

### 17 Funds

(Continued)

	Balance at 1 September 2018 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2019 £'000
<b>Total funds analysis by academy</b>					
				<b>2020 £'000</b>	<b>2019 £'000</b>
Fund balances at 31 August 2020 were allocated as follows:					
Alderwood Primary School				1	1
Deansfield Primary School				1	1
Halstow Primary School				1	1
Horn Park Primary School				1	1
South Rise Primary School				1	1
Willow Dene School				1	1
Central services				2,330	1,813
				<hr/>	<hr/>
Total before fixed assets fund and pension reserve				2,336	1,819
Restricted fixed asset fund				71,866	72,630
Pension reserve				(14,408)	(11,569)
				<hr/>	<hr/>
Total funds				59,794	62,880
				<hr/> <hr/>	<hr/> <hr/>

### Total cost analysis by academy

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

	Teaching and educational support staff £'000	Other support staff costs £'000	Educational supplies £'000	Other costs excluding depreciation £'000	Total 2020 £'000	Total 2019 £'000
Alderwood Primary School	1,040	194	14	325	1,573	1,654
Deansfield Primary School	1,453	368	51	405	2,277	2,269
Halstow Primary School	1,308	311	18	594	2,231	2,256
Horn Park Primary School	1,734	269	26	343	2,372	2,480
South Rise Primary School	2,491	419	47	556	3,513	3,514
Willow Dene School	5,306	1,402	99	926	7,733	7,586
Central services	462	1,815	1	676	2,954	2,035
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	13,794	4,778	256	3,825	22,653	21,794
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

### 18 Analysis of net assets between funds

	Unrestricted Funds £'000	Restricted funds: General £'000	Fixed asset £'000	Total Funds £'000
<b>Fund balances at 31 August 2020 are represented by:</b>				
Tangible fixed assets	-	-	71,802	71,802
Current assets	2,336	1,356	64	3,756
Creditors falling due within one year	-	(1,356)	-	(1,356)
Defined benefit pension liability	-	(14,408)	-	(14,408)
<b>Total net assets</b>	<b>2,336</b>	<b>(14,408)</b>	<b>71,866</b>	<b>59,794</b>
<b>Fund balances at 31 August 2019 are represented by:</b>				
Tangible fixed assets	-	-	72,470	72,470
Current assets	1,819	935	160	2,914
Creditors falling due within one year	-	(935)	-	(935)
Defined benefit pension liability	-	(11,569)	-	(11,569)
<b>Total net assets</b>	<b>1,819</b>	<b>(11,569)</b>	<b>72,630</b>	<b>62,880</b>

### 19 Pension and similar obligations

The Multi 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 Royal Borough of Greenwich. Both are multi-employer defined benefit schemes.

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest actuarial valuation of the TPS related to the period ended 31 March 2012, and that of the LGPS related to the period ended 31 March 2019.

Contributions amounting to £316k were payable to the schemes at 31 August 2020 (2019: £nil) and are included within creditors.

#### Teachers' Pension Scheme

##### Introduction

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

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

# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

### 19 Pension and similar obligations

(Continued)

#### Valuation of the Teachers' Pension Scheme

The latest valuation of the Teachers' Pension Scheme has now taken place, in line with directions issued by HM Treasury and using membership data as at 31 March 2016. As a result of this valuation TPS employers will pay an increased contribution rate of 23.68% from September 2019 (this includes the administration levy of 0.08%). The timing of the implementation is to align its introduction with employers' budget planning cycles. Until then, employers will pay the current rate of 16.48%.

The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% employer administration charge)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. The 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 the TPS in the period amounted to £1,580k (2019: £1,245k).

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

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

#### Local Government Pension Scheme

The LGPS is a funded defined-benefit scheme, with the assets held in separate trustee-administered funds. The total contributions are as noted below. The agreed contribution rates for future years are 18.5% for employers and 5.5% to 12.5% for employees.

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

Total contributions made	2020 £'000	2019 £'000
Employer's contributions	1,114	1,067
Employees' contributions	347	345
	<hr/>	<hr/>
Total contributions	1,461	1,412
	<hr/>	<hr/>

# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

### 19 Pension and similar obligations

(Continued)

Principal actuarial assumptions	2020 %	2019 %
Rate of increase in salaries	3.25	3.75
Rate of increase for pensions in payment/inflation	2.25	2.25
Discount rate for scheme liabilities	1.65	1.9

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

	2020 Years	2019 Years
Retiring today		
- Males	20.9	21.7
- Females	23.6	23.6
Retiring in 20 years		
- Males	22.4	23.3
- Females	25.1	25.4

Scheme liabilities would have been affected by changes in assumptions as follows:

	2020 £'000	2019 £'000
Discount rate + 0.1%	-688	-511
Discount rate - 0.1%	709	527
Mortality assumption + 1 year	1028	672
Mortality assumption - 1 year	-987	-648
Salary rate + 0.1%	57	55
Salary rate - 0.1%	-57	-55
Pension rate + 0.1%	647	469
Pension rate - 0.1%	-628	-455

#### The Multi Academy Trust's share of the assets in the scheme

	2020 Fair value £'000	2019 Fair value £'000
Equities	948	609
Other Bonds	1,939	1,157
Unitised Insurance Policies	4,014	2,493
UK & Overseas Unit Trusts	2,395	1,643
Property	1,024	665
Other assets	89	87
Total market value of assets	10,409	6,654

The actual return on scheme assets was £2,360,000 (2019: £374,000).

# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

### 19 Pension and similar obligations

(Continued)

Amount recognised in the Statement of Financial Activities	2020 £'000	2019 £'000
Current service cost	2,732	2,227
Past service cost	-	298
Interest income	(134)	(148)
Interest cost	349	340
Total operating charge	2,947	2,717

Changes in the present value of defined benefit obligations	2020 £'000
At 1 September 2019	18,223
Current service cost	2,732
Interest cost	349
Employee contributions	347
Actuarial loss	3,232
Benefits paid	(66)
At 31 August 2020	24,817

Changes in the fair value of the Multi Academy Trust's share of scheme assets	2020 £'000
At 1 September 2019	6,654
Interest income	134
Actuarial gain	2,226
Employer contributions	1,114
Employee contributions	347
Benefits paid	(66)
At 31 August 2020	10,409

# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

### 20 Reconciliation of net expenditure to net cash flow from operating activities

	2020 £'000	2019 £'000
Net expenditure for the reporting period (as per the statement of financial activities)	(2,080)	(2,154)
Adjusted for:		
Capital grants from DfE and other capital income	(240)	(668)
Investment income receivable	(7)	(2)
Defined benefit pension costs less contributions payable	1,618	1,458
Defined benefit pension scheme finance cost	215	192
Depreciation of tangible fixed assets	862	833
(Increase) in debtors	(212)	(110)
Increase/(decrease) in creditors	421	(306)
<b>Net cash provided by/(used in) operating activities</b>	<b>577</b>	<b>(757)</b>

### 21 Analysis of changes in net funds

	1 September 2019 £'000	Cash flows £'000	31 August 2020 £'000
Cash	2,454	630	3,084

### 22 Contingent liabilities

During the period of the Funding Agreement, in the event of the sale or disposal by other means of any asset for which a Government capital grant was received, the Academy is required either to re-invest the proceeds or to repay to the Education Funding Agency the same proportion of the proceeds of the sale or disposal as equates with the proportion of the original cost met by the Secretary of State.

Upon termination of the Funding Agreement, whether as a result of the Secretary of State or the Academy serving notice, the Academy shall repay to the Secretary of State sums determined by reference to:

- the value at that time of the Academy's site and premises and other assets held for the purpose of the Academy; and
- the extent to which expenditure incurred in providing those assets was met by payments by the Secretary of State under the Funding Agreement.



# THE COMPASS PARTNERSHIP OF SCHOOLS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

### 23 Commitments under operating leases

At 31 August 2020 the total of the Multi Academy Trust's future minimum lease payments under non-cancellable operating leases was:

	2020 £'000	2019 £'000
Amounts due within one year	33	36
Amounts due in two and five years	31	63
	<u>64</u>	<u>99</u>

### 24 Capital commitments

	2020 £'000	2019 £'000
Expenditure contracted for but not provided in the accounts	1,611	369
	<u>1,611</u>	<u>369</u>

### 25 Related party transactions

Owing to the nature of the Multi Academy Trust's operations and the composition of the Board of Directors being drawn from local public and private sector organisations, transactions may take place with organisations in which the Multi Academy Trust has an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Multi Academy Trust's financial regulations and normal procurement procedures.

The Daughter of Mrs M Bernard is employed by the Trust as a Teacher.

The wife of Mr H Lewis is also employed by the Trust as an Assistant Head.

Both appointment's were made in open competition and the Directors were not involved in the decision-making process regarding appointment. Both are paid within the normal salary scale for their role and receive no special treatment as a result of being related to a Director.

During the year Endeavour Partnership Trust provided financial services support amounting to £15,780 (2019: £15,925), Mr J Camp is a Director of Endeavour Partnership Trust.

### 26 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 or she is a member, or within one year after he or she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he or she ceases to be a member.