

**RIDGEWAY EDUCATION TRUST**  
**(A company limited by guarantee)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**RIDGEWAY EDUCATION TRUST**  
**(A company limited by guarantee)**

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**RIDGEWAY EDUCATION TRUST**  
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**REFERENCE AND ADMINISTRATIVE DETAILS**

**Members** Ian Barnes  
Phil Davies  
Marcus Gover  
Stephen White  
Oxford Diocesan Board of Education, acting corporately by hand of its Deputy  
Director of Education, Gordon Joyner

**Trustees** Marcus Gover, Chairperson  
Paul Allen<sup>1</sup>  
Rita Atkinson<sup>2</sup>  
Chris Campbell<sup>1</sup>  
Ruth Elliot<sup>2</sup>  
Richard Hadland (resigned 3 September 2019)<sup>2</sup>  
Andrew Harrison  
Jill Judson<sup>2</sup>  
Andrew Kaye<sup>1</sup>  
Paul Shaughnessy  
Rachael Warwick, Executive Headteacher & Accounting Officer<sup>1</sup>  
Stephen White<sup>1</sup>

<sup>1</sup> member of the Finance and General Purposes Committee

<sup>2</sup> member of the Audit Committee

**Company registered  
number** 08104201

**Company name** Ridgeway Education Trust

**Principal and registered  
office** Didcot Girls' School  
Manor Crescent  
Didcot  
Oxfordshire  
OX11 7AJ

**Company secretary** Sophy Parkin-Haig

**Senior management  
team** Rachael Warwick, Executive Headteacher, Ridgeway Education Trust  
William Manning, Headteacher, St Birinus School  
Tom Goodenough, Headteacher, Didcot Girls' School (until 30 April 2020)  
Georgina Littler, Headteacher, Didcot Girls' School (from 1 May 2020)  
Rachel Hornsey, Headteacher, Sutton Courtenay (Church of England) Primary School  
James Cross, Director of Didcot Sixth Form  
Chris Powell, Director of Finance and Services

**Independent auditors** Cooper Parry Group Limited  
Chartered Accountants  
Statutory Auditors  
Park View, One Central Boulevard  
Blythe Valley Park  
Solihull  
West Midlands  
B90 8BG

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

**Solicitors**

Blake Morgan LLP  
Seacourt Tower  
West Way  
Oxford  
OX2 0FB

Lee Bolton Monier-Williams  
1 The Sanctuary  
Westminster  
London  
SW1P 3JT

Winckworth Sherwood  
2 Chawley Park  
Cumnor Hill  
Oxford  
OX2 9GG

**Bankers**

Lloyds Bank Plc  
Market Place  
Didcot  
OX11 7LQ

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

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The Trustees present their annual report, together with the financial statements and auditor's report of the charitable company, for the period 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 Ridgeway Education Trust (RET) operates two secondary schools and a joint sixth form for pupils aged 11 to 18 as well as a single primary school, Sutton Courtenay (Church of England) Primary School, which converted to an academy and joined the Trust on 1st April 2019.

Didcot Girls' School had a funding agreement registered pupil capacity of 1,542 during 2019/20. It had a roll, including pupils in the sixth form, of 1,495 on the school census when this was taken on 16 January 2020 (1,424 in May 2019). No census took place in May during 2020 due to schools being closed because of the COVID-19 pandemic. St Birinus School had a funding agreement registered pupil capacity during the year of 1,575. It had a roll, including pupils in the sixth form, of 902 on the school census in January 2020 (851 in May 2019). Sutton Courtenay (Church of England) Primary School has a registered pupil capacity of 210 in the age range 5 to 11 years old plus a nursery class of 26 full time equivalent places. In January 2020 it had 156 5 to 11 year old pupils on roll and 19.5 full time equivalent nursery class places filled (151 and 20.5 FTE respectively in May 2019). Revised funding agreement registered pupil capacities of 1,593 and 1,428 have been approved for Didcot Girls' School and St Birinus School respectively from 1st September 2020.

## **Structure, governance and management**

### **a. Constitution**

The Academy Trust is a charitable company limited by guarantee and an exempt charity.

The charitable company's Memorandum and Articles of Association is the primary governing document of the Academy Trust.

The Trustees of Ridgeway Education Trust are also the Directors of the charitable company for the purposes of company law.

The charitable company operates as the Ridgeway Education Trust.

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

### **b. Members' liability**

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

### **c. Trustees' indemnities**

The 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. The scheme protects Members, Trustees and Local Governing Body members from claims arising from negligent acts, errors or omissions whilst on Trust business. The scheme provides cover up to £10m.

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

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

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

The members of the Trust are responsible for the appointment of Trustees/Directors, except for parent Trustees/Directors who are appointed through an election process by the Local Governing Bodies. In the event that these positions are not filled, the Trustees/Directors of the Trust are able to appoint to these positions. The Trust currently has no staff Trustees other than the Executive Headteacher of the Trust.

The Trust shall have not less than three nor more than twelve Trustees, as set out in its Articles of Association and funding agreements. Subject to the maximum of twelve Trustees, the Trust shall have:

- Up to 9 Trustees who are appointed by the Members;
- Up to 3 Trustees appointed by the Diocesan Board of Education, provided that the total number of Trustees appointed by the Diocesan Board of Education would not thereby exceed 25% of the total number of Trustees.

The Executive Headteacher has been appointed as a Trustee by the Members, as is allowable under the Articles of Association, and is treated for all purposes as being an ex-officio Trustee.

Trustees are appointed for a 4-year period, except that this time limit does not apply to the Executive Headteacher. Subject to remaining eligible to be a particular type of Trustee, Trustees can be re-appointed or re-elected. When appointing new Trustees, the Trust Board will give consideration to the skills and experience mix of existing Trustees in order to ensure the Board has the necessary skills to contribute fully the Trust's ongoing development.

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

The training and induction provided for new Trustees will depend upon their existing experience but will always include an 'induction toolkit' from the RET Governance Team that provides them with all documents that they need to help them undertake their role as Trustees. Trustees access these documents via the secure area of the RET website. In addition, Trustees have access to training on the process of support and challenge and how their role relates to others. The Trust has maintained its membership of the National Governance Association, which includes access to the Professional Development provision and Learning Link e-learning services and has made use of Oxfordshire County Council's Safer Recruiting courses for training Trustees and governors. As there are normally few new Trustee appointments each year, induction tends to be done informally and is tailored specifically to the individual. Advantage is taken of specific courses offered by various external organisations as appropriate.

Trustees identify training needs, attend courses, and meet informally as a team for training, to keep updated on relevant developments impacting on their roles and responsibilities, and to contribute to the strategic leadership and direction of the Academy Trust.

From September 2019, the Company Secretary enrolled in the Level 3 Certificate in Clerking of School and Governing Boards, accredited by ICSA (The Governance Institute) and delivered by the National Governance Association, as part of her continuous professional development. This will enable her to further develop the support to Trustees, who have also taken up a range of different training opportunities during the year.

During the year the Trust has continued to centralise support to the Trust Board, its Committees and the Local Governing Bodies, improving communication and monitoring consistent policies and procedures across the Trust schools whilst ensuring they do not detract from the distinctive ethos of each school. It reviewed its governance structures and agreed that the Curriculum and Standards Committees operating to consistent terms of reference at both of its secondary schools enhanced effective governance. A review of the primary school governance structure saw the introduction of a Curriculum and Standards Committee on 13 February 2020, with its own terms of reference. The Trust continues to commission independent expert advice as needed when it feels it needs to supplement its skills or it is looking for an independent view or perspective.

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

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

**f. Organisational structure**

As at 31 August 2020 the Trust comprised the following individual academies:

- Didcot Girls' School
- St Birinus School
- Sutton Courtenay (Church of England) Primary School

The governance and management structure that operated in 2019/20 was as follows:

- The Trust Board
- The Trust Finance & General Purposes Committee
- The Trust Audit Committee
- The Pay Committee
- A Local Governing Body for each school along with their own committee structure
- A Joint Sixth Form Committee
- A Senior Leadership Team for each school

The Trust Board is responsible for defining the overall vision and strategic direction for the Trust. It has in place a scheme of delegation that sets out delegations made to its Local Governing Bodies and the Trust's Finance and General Purposes and Audit Committees throughout the academic year. The scheme of delegation is revised and updated at least annually, and a copy is available on the RET website. The most recent scheme was approved on 6th October 2020. Trustees are responsible for setting general policy, approving the annual statutory accounts, approving the budget and monitoring performance during the year.

Trust Members do not normally get involved in organisational business. They have a similar role to shareholders of a company limited by shares. As subscribers to the memorandum of association they may amend the articles of association subject to certain restrictions created by the funding agreement or charity law. In addition, in certain circumstances they may appoint or remove Members or Trustees. The Ridgeway Education Trust Articles of Association require that there are five Members, of which one is the Diocesan Board of Education acting corporately by hand of its Director. In accordance with the preference expressed by the Education and Skills Funding Agency through its Academies Financial Handbook, a significant separation between individuals who are Members and those who are Trustees has been established. The majority of Members (three out of the five) are independent from the Board of Trustees.

The Executive Headteacher of the Ridgeway Education Trust is a Trustee and is also the appointed Accounting Officer. In accordance with the Education and Skills Funding Agency Academies Handbook stated preference, no other employees serve as a Trustee. During 2019/20 the Trust Executive Headteacher also served as President of the Association of School and College Leaders (ASCL).

Headteachers are supported by school senior leadership teams, have direct operational and leadership responsibility for the schools and implement the strategies and policies set by the Trustees, and are accountable to them and to the Local Governing Body of their school. As designated Accounting Officer, the Executive Headteacher is accountable ultimately to Parliament for propriety, regularity and value for money.

The Trustees and staff are privileged to enjoy the support of the Trust's many stakeholders and members of the community, many of whom provide their time on a voluntary basis across many activities, which is of great benefit to the Trust.

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

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

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

The Trust has adopted Oxfordshire County Council's model pay policy for teachers and Headteachers. The policy sets out the basis on which all teachers' (including key management personnel) remuneration is decided. Pay decisions for teachers and Executive Staff are made by the Trust, which has delegated certain responsibilities and decision-making powers to its Pay Committee. The Trust Board is responsible for the establishment and review of the pay policy. It establishes a Pay Committee which is specifically responsible for:

- taking decisions regarding the pay of the Deputy and Assistant Headteacher(s) and classroom teachers following consideration of the recommendations of pay reviewers and the advice of the Headteacher in consultation with the Executive Headteacher;
- taking decisions regarding the pay of the Executive Staff, following requirements laid out in the Academies Financial Handbook, once his/her performance reviews have been completed; with independent external advice as required
- submitting reports of these decisions to the Trust;
- ensuring that the Executive Staff are informed of the outcomes of the decision of the Pay Committee and the right of appeal; and
- ensuring that the pay and grading of support staff is within the agreed framework of grades determined through the job evaluation scheme.

For new senior management appointments, the Trust will determine the pay range for a vacancy prior to advertising it. On appointment, it will determine the starting salary within that range to be offered to the successful candidate. In making such determinations, the relevant body may take into account factors including the nature of the post; the level of qualifications, skills and experience required; market conditions; and, the wider school context.

When determining the salary of a new Headteacher, the Trust will take into account all of the permanent responsibilities of the role, any challenges that are specific to the role, and all other relevant considerations, including any recruitment or retention issues. The remuneration for a new Headteacher will normally be set at a level to ensure that there is appropriate scope to allow for performance-related progress over time.

All decisions about pay progression for teachers are linked to performance, with specific reference to the teachers' appraisal reports and the pay recommendations they contain. Assessment of performance is made through the appraisal process and includes assessment of performance against the Teachers' Standards (and/or other relevant standards) and appraisal objectives. Teachers are eligible for standard pay progression if they are assessed as meeting the Teachers' Standards (and/or other relevant standards) as well as their appraisal objectives.

To achieve progression, teachers on the leadership pay range are required to demonstrate sustained high quality performance with particular regard to leadership, management and student progress at the school and will be subject to a review of performance against the Teachers' Standards (and/or other relevant standards) and appraisal objectives before any performance points will be awarded. If achieved, the Trust will consider whether to award one or two pay progression points.

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

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

**h. Trade union facility time**

**Relevant union officials**

|   |   |
|---|---|
| Number of employees who were relevant union officials during the year | 4 |
| Full-time equivalent employee number                                  | 4 |

**Percentage of time spent on facility time**

| Percentage of time                                   | Number of employees |
|--|---------------------|
| 0%   | -                   |
| 1%-50%   | 4                   |
| 51%-99%  | -                   |
| 100%   | -                   |
| <b>Percentage of pay bill spent on facility time</b> | <b>£000</b>         |
| Total cost of facility time                          | 4                   |
| Total pay bill                                       | 11,964              |
| Percentage of total pay bill spent on facility time  | 0.03 %              |

**Paid trade union activities**

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

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

The Trust encourages staff contributions at all levels and close collaboration of staff working at its schools to share best practice. It seeks to consult and discuss with employees, through unions and a range of meeting structures, matters likely to affect employees' interests. Information about matters of concern to employees is given through information bulletins, reports and meetings which seek to achieve a common awareness on the part of all employees of the operational and economic factors affecting the Academy Trust's performance.

During employment, the Trust seeks to work with employees, taking into account their personal circumstances, to ensure appropriate training, development and advanced employment opportunities are available to them to reach their full potential.

The success of the Trust is reliant on the quality of its staff so the Trust Board monitors and reviews policies and procedures to ensure the continued development and training of staff as well as ensuring there is clear succession planning. The Trust recognises that continuing professional development plays a key role in the work of its schools and plays a significant role in recruiting and retaining high calibre staff.

The Trust recognises that equal opportunities should be an integral part of good practice within the workplace. It has established equal opportunity in all areas of its activities including creating a school environment in which the contribution and needs of all people are fully valued. The Trust looks to ensure that all staff receive the same opportunities for appointment, training, development and promotion with no regard to any irrelevant status distinctions. It sets out its commitment to giving full and proper consideration to the needs of disabled employees, students and visitors in its health and safety policy and procedures and has an accessibility policy in place. Each school also has its own accessibility plan.

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

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

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

The Trust has strong collaborative links with many other schools, in particular its partner primary schools which form the DAP (Didcot Area Partnership). During 2019/20 nineteen schools in the area were a part of the partnership, including both Didcot Girls' School and St Birinus School. Our Trust schools share the costs of an educational psychologist through the partnership and also the costs of its administration, which is managed through Northbourne (Church of England) Primary School. The DAP operates as a charitable incorporated organisation under the name of Didcot Partnership Schools' Education Trust, charity number 1161755. Its purpose is to advance the education of pupils attending each school in the Didcot Area Partnership of Schools, and any other educational institution approved by the members, by providing and assisting in the provision of facilities for education at those Schools. It seeks to encourage cooperation and school improvement between each institution whilst ensuring the distinctive ethos of each school is upheld. Sutton Courtenay (Church of England) Primary School works collaboratively as a part of the Abingdon Partnership of Schools although that is not considered a related party for reporting purposes.

With effect from 1 April 2019 the Oxfordshire Diocesan Board of Education (ODBE), registered number 1133586, had a 20% member controlling interest of the Trust. As ODBE has a 25% member controlling interest of the Oxford Diocesan Schools Trust (ODST) any future transactions with schools forming a part of the ODST will be considered related party transactions.

For further details of related parties and transactions during the year see notes 13 and 28 to the accounts. There are no sponsors associated with the Trust.

**Objectives and activities**

**a. Objects and aims**

The principal object and activity of the Trust is to advance, for the public benefit, education in the United Kingdom, in particular by establishing, maintaining, carrying on, managing and developing schools, offering a broad and balanced curriculum for students of different abilities. The particular aims of the Trust during the year under review were:

- to continue to raise the standard of educational attainment and achievement of all students;
- to maximise the attainment and progress of all students at KS2, KS4 and post-16;
- to continue to deliver excellence in single-sex education at secondary level;
- to continue to provide a broad and balanced curriculum, including extra-curricular and enrichment activities;
- to develop students as effective and independent learners;
- to further develop in-house personalised training programmes for staff;
- to develop the school sites to support students to achieve their full potential;
- to ensure that every student enjoys the same high quality of education in terms of resourcing, teaching and care;
- to continue to improve the effectiveness of the schools through continual review of the curriculum and organisational structure;
- to achieve value for money for the funds expended;
- to build on the strong, collaborative relationship between the schools in the Trust;
- to deliver strong governance, pro-active strategic planning and financial control through the Trust Board and scheme of delegation;
- to comply with all applicable statutory and curriculum requirements;
- to successfully integrate Sutton Courtenay (Church of England) Primary School into the Trust; and
- to develop the schools' capacity to manage change, and to conduct the Trust's business in accordance with the highest standards of integrity, probity and openness.

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

**Objectives and activities (continued)**

**b. Objectives, strategies and activities**

Key objectives, performance indicators and action points are contained within the Trust Development Plan and are informed by the significant challenges and opportunities arising from national developments in education policy and funding, as well as more local matters. The targets set for the Trust, and overseen by the Trust Board, comprised:

- exploring possible opportunities to grow the Trust in line with the Trustees' vision to deliver excellent educational outcomes for young people in Didcot and the surrounding areas;
- developing further our Teaching School status as part of OTSA (Oxfordshire Teaching School Alliance) to grow Didcot Girls' School as an outstanding school which plays its role in the self-improving school system as a system leader
- raising standards of achievement at Sutton Courtenay (Church of England) Primary School, Didcot Girls' School, St Birinus School as well as the Didcot Sixth Form;
- ensuring that the move to a single site base for Didcot Sixth Form is managed efficiently and effectively
- improving teaching and learning so that progress over time is at least good and often outstanding in all lessons;
- reviewing and refining our KS3 curriculum to ensure both a seamless transition from KS2 and appropriate challenge and ambition in readiness for KS4;
- focusing on high quality written assessment and the embedding of literacy and oracy across the curriculum;
- ensuring that behaviour reflects the school's values and shared "commitment to excellence" with improving behaviour for learning, whole school attendance and student participation in leadership activities;
- delivering high levels of support and accountability in a collaborative leadership model; and
- ensuring a sustainable financial position for the Trust through the establishment of shared services, improving efficiency whilst improving value for money and achieving cost-savings.

Each of the objectives is underpinned by detailed targets, plans, activities and success criteria and supported, in turn, by individual school and sixth form development plans. Progress against the Trust Development Plan was monitored by the Trust Board at each of its meetings throughout the course of the academic year.

As a result of the period of school closures from 23rd March in response to Covid-19 the Trust's objectives shifted to enable an agile response to this unprecedented situation. The schools remained open throughout the national lockdown period for children of key workers and vulnerable children and our focus was on ensuring effective safeguarding and high quality remote education for the majority of children and young people working from home between March and July. As SATs, GCSE and A level examinations did not take place in the summer of 2020 there is no national data or performance tables available and pupil progress objectives were declared void by the government for 2020. A great deal of work took place to respond to the volatile financial situation as a result of Covid-19 and to adapt our financial planning accordingly.

**c. Public benefit**

The Trustees confirm that they have complied with their duty in the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties. They have referred to this guidance when reviewing the Trust's aims and objectives and in planning its future activities. As its schools are non-selective and state-funded, the Trust's work is to the public benefit. The Trust offers a broad and balanced curriculum and a wealth of extra-curricular and enrichment activities to all its students of all abilities and from varied socio-economic backgrounds. Each of the Trust schools publishes its admissions policy on its website which set out the basis on which pupils are admitted. The Trust also has regard to Charity Commission guidance on public benefit beyond the core provision of education to its students, and endeavours to be at the heart of its community and fosters many collaborative links with community and other stakeholder groups. The Trust also allows use of its facilities for recreational and other leisure time occupation for the community at large in the interests of social welfare and with the interest of improving the life of that community.

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

**Strategic report**

**Achievements and performance**

**a. Key performance indicators**

The principal benefits envisaged in growing the Trust, first when St Birinus School joined with Didcot Girls' School within the multi-academy trust structure in September 2015 and then when the Trust further expanded with Sutton Courtenay (Church of England) Primary School joining the Trust in April 2019, were seen as being educational excellence, improved value for money and wider opportunities for partnership. Delivering these benefits through the MAT has proved effective and they are now embedded as an intrinsic part of how it operates.

- **Educational Excellence.** The Trust schools work in close partnership, sharing their respective strengths to deliver high quality education to boys and girls in Didcot and the surrounding community. Since coming together Didcot Girls' School has become an Outstanding rated school by Ofsted and St Birinus School has been assessed by Ofsted as remaining a Good school. There are positive signs that Sutton Courtenay (Church of England) Primary School has made good progress since its strong engagement with the Trust commenced and we are confident that this will be recognised through its next Ofsted inspection. Mutual support aimed at improving outcomes for students is strong and has resulted in high levels of achievement by our students.
- **Improved Value for Money.** Faced with ongoing education funding pressures, increasing costs and competition from new schools, the need to source shared services and drive economies of scale has been of great importance to the Trust. The MAT model has enabled the schools to improve efficiency and effectiveness to support long-term financial sustainability. Since the MAT has been created it has delivered significant improvements in value for money by sharing support services, consolidating contracts and purchasing, sharing specialist expertise and through strengthened governance, management capacity and financial scrutiny and challenge. The Trust has an ongoing commitment to driving improved value for money through internal joint working and also through external partnerships where they derive benefits.
- **Wider Opportunities for Partnership.** Didcot Girls' School and St Birinus School are a part of the Didcot Area Partnership (DAP). Within the MAT structure both our secondary schools can provide a consistent and coherent approach to learning and education for students joining us from schools within these partnerships. Sutton Courtenay (Church of England) Primary School is a part of the Abingdon Partnership of Schools. Our schools contribute as a part of such wider partnerships to provide collaborative and innovative communities that provide the best opportunities for learning and achievement for students. Didcot Girls' School was awarded Teaching School status in July 2017. This has enabled it to drive excellent school-to-school support, continuous professional development and to promote teacher training in local schools and the wider education sector. The Teaching School also creates an excellent opportunity for staff development as staff become involved in outward facing work to share best practice and raise educational standards, which in turn supports recruitment and retention of high quality staff. With effect from 1 September 2019 the Didcot Girls' School Teaching School became a member of the Oxfordshire Teaching School Alliance (OTSA) network of Teaching Schools Alliance. This will enable it to further strengthen its partnership working.

From 23rd March 2020 all schools were required to close, other than to children of key workers and vulnerable children, in response to the Covid-19 pandemic. Because of this unprecedented event, the key focus of the Trust and its schools pivoted to ensure: a high quality education for the majority of children learning remotely from home as well as those in school; that safeguarding protocols were in place to protect all children doing this period; and to implement a risk assessment to ensure the school sites were ready to welcome children back in Term 6 and for full re-opening in September. Because SATs, GCSE and A level examinations did not take place during the summer of 2020 qualifications were awarded at GCSE and A level on the basis of the better of the CAG (Centre Assessed Grade) and Ofqual's calculated grade. It is these results that are provided below.

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

**Strategic report (continued)**

**Achievements and performance (continued)**

**a. Key performance indicators (continued)**

**Didcot Girls' School**

Didcot Girls' School is rated by Ofsted as an Outstanding school. This rating was given following an Ofsted inspection in November 2015. In its report, Ofsted recognised the extremely high standards and aspirational ethos which characterise the school and which have driven the excellence in teaching and learning and created an exceptional learning culture. The school has sought to continually build on those very high standards, resulting in the ongoing delivery of exceptional student outcomes.

GCSE results in summer 2020 were the best ever and continue a pattern of year on year improvement now spanning 9 years. It is not possible to calculate a Progress 8 score without national data. This measure summarises the amount of progress students make from the end of primary school until they complete their GCSEs (or equivalents) in Year 11. In 2019 the school achieved a Progress 8 score of 0.72 (0.69 in 2017/18 and 0.37 in 2016/17). The 2019 score placed the school in the top 3% of schools nationally and in the top two highest performing schools in Oxfordshire for this key measure.

For 2020, the key performance indicators for the 212 students who received GCSE qualifications:

- 77% of students gained a grade 5 or above in English and Maths (64% in 2019)
- 90% of students gained grade 4 or above in English and Maths (83% in 2019)
- 33% of students gained a grade 7, 8 or 9 in English and Maths (23% in 2019)
- 97% of students gained 5 GCSE passes (99% in 2019)

No student formally appealed their awarded grade in any subject.

**St Birinus School**

St. Birinus School is rated by Ofsted as a Good school. This rating was awarded following an Ofsted inspection in February 2020 which described the school as 'a vibrant and inspiring place for pupils to learn' where 'leaders have made sure that the curriculum is interesting and well sequenced.' Improvement points were based around planning for children with SEND and considering the depth of the curriculum in a handful of KS3 subjects.

GCSE results in summer 2020 were the best ever and continue a pattern of upward progression with attainment rates reaching a 4 year high. In 2019 the school achieved a Progress 8 score of +0.05 (+0.24 in 2017/18 and - 0.24 in 2016/17).

For 2020, the key performance indicators for the 164 students who received GCSE qualifications:

- 55% of students gained a grade 5 or above in English and Maths (53% in 2019) compared to the 2019 National Average for Boys (N/A-B) of 40%
- 76% of students gained grade 4 or above in English and Maths (74% in 2019) compared to the 2019 National Average for Boys (N/A-B) of 61%
- 17% of students gained a grade 7, 8 or 9 in English and Maths (15% in 2019)
- 80% of students gained 5 passes (73% in 2019)

No student formally appealed their awarded grade in any subject.

**Didcot Sixth Form**

Students at Didcot Sixth Form achieved excellent A-level results in summer 2020. Although it is not possible to provide value added scores without national data, attainment was in line with predictions throughout the year and a significant improvement from 2019.

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

**Strategic report (continued)**

**Achievements and performance (continued)**

**a. Key performance indicators (continued)**

In summary, for the 149 students that completed their A Level studies this year:

- 13% of all entries gained A\* grades (3% in 2019)
- 38% of all entries gained A\*-A grades (20% in 2019)
- 66% of all entries gained A\*-B grades (50% in 2019)
- 86% of all entries gained A\*-C grades (80% in 2019)
- 99.6% of all entries gained A\*-E grades (96.9% in 2019)

No student formally appealed their awarded grade in any subject. Destinations data is extremely strong with all students progressing on to apprenticeships, college, employment or university. 20% of the year group chose to take a gap year with clear plans for 2021-2022. 71% of the cohort achieved a place at university with 51% of these placed in Russell Group universities and 75% achieving a place at their first-choice university.

**Sutton Courtenay (Church of England) Primary School**

Sutton Courtenay is rated by Ofsted as a school that Requires Improvement. This rating was given prior to the school joining the Trust following an inspection in November 2017. In its report, Ofsted noted that behaviour and safeguarding were good, the curriculum was rich, and that Early Years provision was a particular strength. They also noted that leadership had already put in place measures to improve standards, but that it was too early to tell if these were having impact. Since then the school has made strong progress, and membership of the Trust has given excellent leadership support. Work with secondary colleagues has also developed the curriculum further.

Pupils achieved well in the 2019 end of Key Stage 2 SATS tests from their starting points at the end of Key Stage 1. In all subjects tested, the school showed positive progress figures with Reading at +2.4, Writing at +1.7, and maths at +1.5. These figures represent the second year of a positive trend. In addition, the school scored well above the national percentage of children reaching the expected standard in all subjects. We estimate that the predicted data for 2020 would have placed the school once again towards the top of the 'nationally average' category for progress with attainment slightly less strong than in 2019 with a less able cohort of children.

Financial key performance indicators

The Trust uses a number of benchmarks or performance indicators to evaluate its financial performance and drive budgetary control and monitoring. Although the Trust's funding agreement is not subject to a specific carry forward limit on the amount of General Annual Grant (GAG) funding, a key financial performance indicator is the level of reserves held at the balance sheet date including the amount of GAG funding carried forward at that date. At 31 August 2020, the Trust held total available revenue restricted and unrestricted reserves amounting of £907k (£792k in 2019) of which none was restricted (£32k in 2019).

As the majority of the Trust's funding is based on pupil numbers, pupil numbers are also a key performance indicator. Numbers at the January 2020 census were:

- 1,495 at Didcot Girls' School (up 5.0% from 1,424 in May the prior year)
- 902 at St Birinus School (up 6.0% from 851 in May the prior year)
- 156 at Sutton Courtenay (Church of England) Primary School (up 3.3% from 151 in May the prior year)

The May 2020 census did not take place due to school closures as a result of the Covid-19 pandemic. The January census was therefore the last formal census before the end of the 2019/20 academic year. The Trust is pleased to be able to record growth in pupil numbers at all of its schools.

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

**Strategic report (continued)**

**Achievements and performance (continued)**

**a. Key performance indicators (continued)**

Staffing costs are another key performance indicator for the Trust.

- Overall Trust pay costs as a proportion of total income, excluding that relating to restricted fixed asset funds, amounted to 81.8% (2018/19: 79.5%)
- Overall Trust pay costs as a proportion of total expenditure, excluding that relating to restricted fixed asset funds, amounted to 82.4% (2018/19:77.2%)

Premises, Infrastructure and Health and Safety Matters

The Trust is committed to ensuring its school sites are safe and secure for the benefit of students, staff and visitors. Every year each school is subject to an annual, independent health and safety inspection which is reported to the Trust Finance and General Purposes Committee, which oversees implementation of the findings along with Health and Safety Committees which are established at all Trust schools. Fire evacuation and lockdown drills are carried out to ensure all staff and students are routinely familiar with these arrangements should any incidents occur. Top priority work took place during the final weeks of the 2019/20 in order to prepare for the safe reopening of our schools for the start of the academic year. Following extensive risk assessment and planning work a range of measures were put in place to enable reopening. At our secondary schools these included, but were not limited to, introducing year group “bubbles”, staggered times for lessons, break and lunchtimes, enhanced cleaning during the school day, installing hand sanitiser dispensers and hygiene boxes in every classroom, remodelling classrooms to enable more social distancing between students and staff, provision of personal protective equipment where deemed necessary, ceasing use of cash in our catering units, marking of walkways to reduce risks of student contact and putting up signage across the sites to remind staff and students how to keep safe. At our primary school class bubbles and staggered drop off and pick up times have been introduced along with a strong hand washing regime, installation of markers to identify 2 metre distancing where needed for queuing when waiting for gates to be opened and many of the other measures in common with our secondary schools.

During the year our fire safety improvement projects have continued at both Didcot Girls' School and St Birinus School following successful prior year CIF (Condition Improvement Fund) bids. Completion of both projects was hampered as a result of the implications of Covid-19 but we are confident that both will be completed in full during 2020/21. The Trust was pleased to hear that it had been successful, on appeal, with a further CIF bid for St Birinus School. Grant funds amounting to £102k have been awarded to the school as a part of a £122k project to replace windows and doors to the quads within the school main block This project will be undertaken during the remaining part of 2020/21. We were particularly disappointed that our bid for additional money to replace the perimeter fence at our primary school was not successful this year but will be bidding for funding again at the next round in an effort to enhance site security.

The importance of effective IT systems and hardware has been heightened as a result of the Covid-19 pandemic. During the latter part of 2018/19 Didcot Girls' School and St Birinus School undertook a major IT investment project which included server replacements at both schools, upgrading to Windows 10, the creation of a single domain across the two secondary schools and a migration to cloud based file storage. This investment has brought considerable benefits to the way our secondary schools operate but the Trust is very conscious of the need to drive further improvements in technology, and the skills of its staff, and has recently approved a new digital strategy and is progressing its implementation in 2020/21. The Trust aspiration is that digital immersion will lead to sustained improvements in educational outcomes as students grow in their resilience to problem solve and innovate, take responsibility for their own learning and evaluate new technologies and integrate them into their toolkit. The Trust aim is that students will leave its schools with outstanding digital communication and collaboration skills, prepared for their futures in an evolving digital world.

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

**Strategic report (continued)**

**Achievements and performance (continued)**

**b. Going concern**

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

**c. Promoting the success of the Academy Trust**

The Trustees have acted in the way which they consider, in good faith, promotes the success of the Trust for the benefit of its pupils and their parents, the Department for Education (DfE) and the Education and Skills Funding Agency (ESFA) as principal funders and regulators, its suppliers and local wider school community, and in doing so have given regard to (amongst other matters):

Our educational business relationships and community

With a highly committed and dedicated workforce, the Trust takes great pride in listening to what our pupils, parents and local community want and continues to provide the level of education outcomes and results that they have come to expect. The Trust continues to evolve and to adapt to the ever-changing educational environment, leading to the continued increase in the awareness of the Trust's overall activities and educational performance.

As an educational focused charitable organisation, public benefit is also at the heart of all we do. The details in the "Objectives and Activities" and "Achievements and Performance" section of the Trustees' report above provide full details of the impact of our activities and our achievements for the year.

With respect to suppliers, the Trust's policy for the payment of suppliers is to agree to terms of payment in advance in line with normal commercial practices and, provided a supplier performs in accordance with the agreement, to abide by such terms.

The Trust is also committed to contributing towards combating the threat of global warming by using energy efficient measures to reduce CO2 emissions throughout its buildings, facilities and operations.

Our stakeholders

In addition to our pupils, parents, suppliers and wider local community, the Trustees also recognise the importance of their relationship with the DfE and the ESFA, as principal funders, regulators and stakeholders. The Trustees are committed to the effective engagement with the DfE and the ESFA (and their representatives) and recognise that its success depends on the Trustees and senior management's ability to engage with them effectively and to work with them constructively, taking into account their guidance and best practice initiatives, whilst also working in line with the specific requirements of the Trust's funding agreement and the Academies Financial Handbook.

Our people

The Trust's key asset is its people. It employs over 300 staff, including agency workers, and it is only through the combined effort of this workforce, together with our supporters and volunteers, that we can change the lives of the children under our care. The Trust encourages the involvement of all employees in decision making processes that impact on them directly and further details on our engagement with our people is detailed in the "Employee Consultation, Engagement and Equal Opportunities" section of the Trustees' report above.

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

**Strategic report (continued)**

**Achievements and performance (continued)**

**c. Promoting the success of the Academy Trust (continued)**

Our Members

The Trustees are committed and openly engaged with our Members through the active involvement of some Members as Trustees. Other Members are kept informed of activities within the Trust as requested, for example by being provided with copies of Trust Board minutes, and through attendance at an Annual General Meeting.

Maintaining a reputation for high standards

The Trust has been in existence for eight years, and is committed to continual improvement, which it achieves in a number of ways, including improvement planning, review meetings, continual professional development, lesson observations, performance management, self-evaluation, data analysis and action planning. The Trust also continually develops strategies to maintain and grow its pupil base, including looking for new schools and academies to join the Trust and to ensure strong, collaborative relationships with our suppliers. The Trust reputation has been enhanced in 2019/20 by St. Birinus School achieving a strong Good' Ofsted inspection outcome.

**Financial review**

**a. Financial review**

Most of the Trust's income is obtained from the Education and Skills Funding Agency (ESFA) in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the ESFA during the financial year ending 31 August 2020 and the associated expenditure of these grants are shown as Restricted Funds in the Statement of Financial Activities.

The Trust also receives grants for fixed assets from the ESFA and other organisations / funders and these are shown as Restricted Fixed Asset Funds in the Statement of Financial Activities. The balance of the Restricted Fixed Asset Fund is reduced by annual depreciation charges over the expected useful life of the assets acquired using these funds.

During the financial year ending 31 August 2020 the excess of income over expenditure for the period was £115k, when excluding the movements on the Pension Reserve and Restricted Fixed Asset Fund. This resulted in the Trust holding a total of £907k revenue reserves at 31 August 2020 (2019: £792k) (see note 18 – Total funds analysis by academy).

The movement and year-end revenue reserves were made up of:

- An in-year surplus of £190k for Didcot Girls' School, which resulted in the school holding total year-end revenue reserves of £441k.
- An in-year deficit of £90k for St Birinus School, which resulted in the school holding total year-end revenue reserves of £313k.
- An in year surplus of £10k for Sutton Courtenay (CofE) Primary School, which resulted in the school holding total year-end revenue reserves of £123k.
- An in-year surplus of £6k on the Central Trust, which resulted in the Central Trust holding year-end revenue reserves of £30k.

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

**Strategic report (continued)**

**Financial review (continued)**

**a. Financial review (continued)**

The outcomes for 2019/20 were pleasing and delivered during a time of considerable financial uncertainty as a result of the Covid-19 pandemic. The Trust always seeks to achieve a good balance in ensuring it remains financially sound, with enough funds in reserve to manage its risks, whilst continuing to drive up educational standards within its schools to the highest level.

As was the case at the end of 2018/19 the Trust did have some projects that that crossed over the 2019/20 and 2020/21 financial years. These included committed premises and IT project expenditure slipping into 2019/20 as well as some planned expenditure associated with helping safe school reopening in September 2020 as a part of the Trust Covid-19 pandemic response. Net expenditure plans amounting to £108k are being progressed as a result of these timing changes.

The Trust Board approved an initial 2020/21 budget when it met in July 2020 but revised its plans in November 2020. The approved updated budget plans will see available revenue reserves drop to an estimated £478k by 31 August 2021 taking into account scheme slippage and very latest operational requirements driven by COVID-19 reopening needs. Whilst this represents a significant reduction in overall reserves over the next twelve months, the Trust has considered this very carefully during its budget setting discussions and has made a conscious decision not to impose potentially damaging cuts on its schools in 2020/21 at a time when their educational performance is becoming stronger, levels of reserves are strong enough to manage this and we are operating our schools in extraordinary times. The financial impact of COVID-19 in 2020/21 is estimated at over £150k at the time of reporting. The Trust does however remain fully committed to delivering efficiency savings across its schools and addressing any financial pressures that they face whilst at the same time seeking to maximise the resources available for teaching and learning and in keeping the site safe and secure for its students.

At 31 August 2020 the net book value of fixed assets was £26,826k and movements in tangible fixed assets are shown in note 15 to the financial statements. The assets were used exclusively for providing education and the associated support services to the students of the Trust schools and for community use.

The balance of total funds held as at 31 August 2020 was £20,611k which comprised the following:

- Restricted Pension Liability Fund of (£7,451k).
- Restricted Fixed Asset Fund of £27,155k of which £180k related to Condition Improvement Fund (CIF) net grant money available to Didcot Girls' School and St Birinus School for fire safety project works planned in 2020/21, £125k to devolved formula capital funding, £19k to Sutton Courtenay (CofE) capital funds transferred on conversion and £5k to restricted capital donations held as at 31 August. The balance of £26,821k related to the net book value of the Trust capital assets.
- Unrestricted Funds of £907k.

In accordance with FRS102, the Trust received an actuarial assessment of its pension scheme deficit and the deficit balance included within the Balance Sheet as at 31 August 2020 is in accordance with this assessment

**b. Investment policy**

The Trust has a treasury management policy that it reviews at least annually. The primary considerations for the policy are the security of Trust funds and their liquidity, i.e. ensuring that sufficient funds are available to meet its forecasted cash flow needs. Once those matters have been taken into account the rate of return available will be considered. The Trust safeguards its assets by holding them in low-risk categories, principally interest-bearing accounts with UK banks. During 2019/20 the Trust earned £8k interest as a result of making short to medium term deposits and had deposits amounting to £900k invested with Lloyds Bank as at 31 August 2020.

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

**Strategic report (continued)**

**Financial review (continued)**

**c. Reserves policy**

Having sufficient reserves is an essential part of the Trust capacity to handle financial risks. It gives the Trust and its schools sufficient resilience to both deal with emergency situations such as systems failures or unexpected cash flow difficulties as well as provide it with a buffer to deal with restructuring of school budgets to ensure it is not faced with the prospect of going into a deficit reserve position, which would result in ESFA intervention.

The Trust reviews the impact of its in-year budget position and medium term forecasts on its accessible reserves on an ongoing basis as a part of its financial planning processes. Reserves for each school are managed separately, with oversight from the Trust Board and its Finance and General Purposes Committee although the Trust does take a holistic view on the level of reserves it should retain at any one time. The reserves held by each school as at 31 August 2020 are indicated in the Financial Review section of this report above.

On 31 August 2020 the Trust held the following Reserves (excluding Fixed Asset Fund which represents Net Book Value of Fixed Assets and Pension Deficit):

|                            |       |
|----------------------------|-------|
|                            | £'000 |
| Unrestricted General Funds | 907   |
| Restricted Capital Funds   | 329   |
| Reserves at 31 August 2020 | 1,240 |

The value of the Trust's share of the Local Government Pension Scheme deficit exceeds the value of its unrestricted funds. The LGPS deficit is likely to be met in the longer term from any combination of increased employer contributions, increased government funding or change to scheme benefits.

The budgets approved by the Trust for 2020/21 would result in it holding circa £478k general revenue reserves in total as at 31 August 2021. The Trust does not routinely hold any central reserves, preferring to simply recover its costs in full by a fair and transparent process from its schools. At the end of 2019/20 it did however hold a balance of £30k which it intends to utilise in full to fund commitments it had made before 31 August 2020 and to help fund its improvement plans in 2020/21.

The Trust reviews its formal reserves policy at least annually in order to ensure it is content that it has sufficient overall reserves in order to manage its risks. At its meeting on 20 October 2020 the Trust Finance and General Purposes Committee, in reviewing the policy, concluded that it wished to hold a level of general reserves of 4.5% of GAG across its three schools. This equates to a sum of circa £569k for the Trust as a whole. It considers this to be a prudent and suitable level of reserves and its medium term financial planning will be undertaken in the light of this. Whilst budgets approved for 2020/21 do take reserves to a level less than this, Trustees have recognised that our schools are having to manage in extraordinary times as a result of the COVID-19 pandemic which we estimate will have a net cost on our school operations of over £150k in 2020/21. The ongoing financial impact of the COVID-19 pandemic includes the costs of additional cleaning staff, hand sanitiser and hygiene supplies, as well as lost catering and lettings income.

As reserves are held in order to manage risks, there may be occasions when it is necessary to call on reserves and operate below the minimum prudent level set in the policy. This is such a time and the Trust is pleased that it has been able to establish sufficient reserves over time to provide a "buffer" to manage the impact of COVID-19. When setting saving/income targets in the next budget round, the Trust will be looking to develop a plan to restore balances to the minimum prudent level over an agreed period of time. Trust planning assumes that we will not be provided with additional government funding to cover the COVID-19 impact, although we would urge the government to reconsider its stance on this.

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

**Strategic report (continued)**

**Financial review (continued)**

**d. Principal risks and uncertainties**

The Trust has an approved risk management strategy in place, with risks being managed by senior Trust and school staff and regular review and updating of risk registers both for the individual schools and the Trust overall throughout the year. Risk registers are reviewed at every Trust Audit Committee meeting and at least annually by the Trust Board and its Local Governing Bodies. As our risk register process is an active one the risks recorded will vary through the year although, at the time of this report, the following featured among the more significant risks being managed:

**Critical / Major Incidents**

The Covid-19 pandemic has had a significant and unprecedented impact of schools across the country. Business continuity operational planning discussions and meetings have taken place on an ongoing basis across the Trust, and within its schools, in order to manage what has been a fast-changing environment. All three of our schools reopened following detailed risk assessments being undertaken and safety control measures being put in place, taking into account government guidance. Risk assessments specific to Covid-19 are regularly reviewed and updated. When positive or suspected cases of Covid-19 have been reported procedures in place have proved effective in swiftly identifying any students or staff needing to self-isolate. The school community has worked well together during this really challenging period to ensure effective home learning arrangements are in place and this is being further driven through the Trust new Digital Strategy. The health, safety and general wellbeing of our students, staff and visitors is the Trust top priority and has been managed as such since the national Covid-19 outbreak started to impact on schools from February 2020. Our financial resilience has enabled us to invest in necessary control measures, such as extra cleaning staff, supplies, signage and personal protective equipment without additional government funding being forthcoming.

**Risks of Pupil Number Reductions**

The Trust has had to manage the implications of increased choice of providers for students of secondary school age in Didcot since 2015. For a number of years there was evidence of St Birinus School being adversely affected by this but, as a result of its hard work in raising standards and expectations, followed by a very positive Ofsted report in 2020 which has helped with its growing reputation in the community, student numbers have now risen for two years in a row. The impact on Didcot Girls' School has not been material and the school continues to grow and attract many more students from outside of catchment area as a result of its outstanding reputation.

The Trust has strong Headteachers in place in all of its three schools and, under the exceptional leadership of its Executive Headteacher, works extremely hard to ensure its schools achieve very high standards of academic achievement; that it markets itself well to attract students from the immediate locality and further afield; and that it works in partnership with local schools to enable a smooth transition from local primaries to the Trust secondary schools to reduce the risk. Student numbers are monitored regularly to ensure that future budgeting for expenditure is aligned with forecast income. Trustees also continue to give consideration to other aspects of its school's activities where there could be reputational risk, including discipline, safeguarding and health and safety. Trustees are aware that reputation remains extremely important in managing this risk.

**Financial Sustainability**

The Trust has considerable reliance on Government funding through the ESFA. In 2019/20 approximately 93% of its schools' incoming resources were government or local authority funding, highlighting the importance of the government financial settlements and the schools retaining healthy student numbers. The Trust has had to manage during a period of year on year real term cuts since it was formed in 2012 and, whilst pleased with a more favourable financial settlement in 2020/21, now expects that the impact of the COVID-19 pandemic on public sector finances will result in constrained funding settlements for a number of years to come. As such, the Trust financial planning will continue to be focused on delivering the highest educational standards and outcomes in the context of the need to generate ongoing efficiency savings.

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

**Strategic report (continued)**

**Financial review (continued)**

**d. Principal risks and uncertainties (continued)**

The Trust activities expose it to some cash flow risk which it monitors to ensure that it has sufficient funds to meet debts as they fall due. This is assisted, however, by the Trust schools being advised of its recurrent GAG (General Annual Grant) funding a few months before the start of each financial/academic year and by GAG being received monthly in advance of the school processing its staff monthly payroll, which is an aid to cash flow management.

The Trust has a continuing, rigorous and ongoing focus on the financial position of its schools and has implemented some significant saving plans during recent years to address its financial challenges. These include, but are not limited to, delivering efficiency savings through ongoing review of teaching and leadership staffing needs, centralising finance, governance and IT support services as well as restructuring in premises and educational and administrative support staffing. Savings in non-pay costs have also been delivered in a range of contracted service areas.

Strong governance arrangements around its financial management are in place with both separate Finance and General Purposes and Audit Committees scrutinising information. In addition, the Trust commissioned independent audit reviews during the year to review the effectiveness of the internal controls that have been in operation.

**Educational Outcomes**

In seeking to deliver an excellent education for all our students we look to monitor and track progress throughout the year at all Trust schools. Our Trust Board, Local Governing Bodies and Curriculum and Standards Committees all receive regular updates on progress and predicted student outcomes against challenging targets. We also ensure development plans are in place that focus on the quality of teaching and learning and high standards of behaviour as well as student personal development and welfare.

**Local Government Pension Scheme Deficit**

The Trust Board acknowledges the defined benefit pension scheme deficit which is set out in Note 28 to the annual accounts. Prior to academy conversion the Trustees were advised that there are no circumstances in which a Trust would be called upon to meet the pension deficit in a single transaction. Since conversion, at the request of the Secretary of State for Education, Parliament has agreed that, in the event of an academy closing, outstanding pension scheme liabilities would be met by the DfE. This guarantee came into force on 18th July 2013.

**Data Security and Information Management**

The need for strong data protection controls was accentuated as a result of the Data Protection Act 2018 which is the UK's implementation new General Data Protection Regulations (GDPR) came into effect in May 2018. As a result it has become increasingly important for the Trust and its schools to manage data well and in accordance with legislation. Considerable improvements have been put in place as a result of the need to strengthen data protection. These include, but are not limited to, the appointment of an external Data Protection Officer (DPO), the provision of training and guidance for staff, the transition to Sharepoint and OneDrive and putting in place a new data protection policy and privacy statements which set out the processes that should be followed in the event of a data breach or near miss. The Trust has also recently appointed one of its Data Managers as Trust Data Lead in order to strengthen the co-ordination of data protection standards across its school and approved a Covid-19 test and trace privacy statement. All staff are now also expected to complete data protection online training annually.

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

**Strategic report (continued)**

**Financial review (continued)**

**d. Principal risks and uncertainties (continued)**

**Information Technology**

During a long period of financial constraint the Trust recognises that IT has suffered from underfunding, particularly at our secondary schools. We sought to commence correction of this in the summer of 2019 when both of our secondary schools replaced servers, upgraded to Windows 10 and transitioned to use of SharePoint and OneDrive. This investment has brought considerable benefits to the way our secondary schools operate but the Trust is very conscious of the need to drive further improvements in technology, and the skills of its staff, in order to transform our schools use of IT for teaching and learning, communication, collaboration and administration for a sustainable future. The Trust has now approved a new digital strategy and is progressing its implementation in 2020/21.

**Teacher Recruitment, Retention and Absence Management**

Recruiting and retaining high quality teachers has become more challenging as there is increasingly a national recruitment shortage of teachers, which is more difficult in expensive counties such as Oxfordshire. Recruitment and succession planning is integral to school planning and the Trust Headteachers take a personal lead in the recruitment and selection of all teachers. The coming together of schools within the Trust opened up more career opportunities for staff and schools continue to place an important focus on personal development and welfare of staff. To date the Trust has continued to be able to attract and recruit high quality teaching staff to its schools.

Management of absence is also important and Trust schools continue to manage absence in line with the Trust policy. Performance Indicator statistics are now in place in order to monitor absences and identify trends in order that action can be taken, when necessary, at the right time.

**Health and Safety**

Trustees look to ensure that the importance of health and safety of students, staff and visitors is considered a top priority in its schools. Health and safety policies and procedures are in place with, independent reviews and support from specialist external advisors, and all staff are expected to complete online health and safety training annually. Budget decisions are made by the Trust, for instance in investment in the school property, in order to ensure the site condition is fit for purpose. All Trust schools have effective health and safety committees in place and the Trust Finance and General Purposes Committee has oversight of arrangements. It ensures health and safety is always a primary factor in its decision making, including when determining the priority areas for which it wishes to submit bids to the DfE in respect of Condition Improvement Fund (CIF) grant money. CIF projects have been underway at both our secondary schools to strengthen fire safety arrangements and we expect both of these projects to be completed in 2020/21.

**Safeguarding and Child Protection Risks**

Trustees look to ensure that the highest standards are maintained in the selection and monitoring of staff and volunteers, the operation of child protection policies, and in training and support in order to protect the vulnerable young people in our schools. The Trust uses a market leading software solution to help it monitor and manage safeguarding and child protection matters to ensure that students are safe and fully supported at all times when in our care. Whilst the Trust was not successful in its bid to the DfE for CIF grant for a secure perimeter fence at Sutton Courtenay (Church of England) Primary School this year we are determined to strengthen the bid in order to generate sufficient funds for this project to be able to get the go ahead soon. In the meantime control measures have been put in place to minimise the safeguarding risks.

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

**Strategic report (continued)**

**Financial review (continued)**

**d. Principal risks and uncertainties (continued)**

**Trust Growth**

The Trust vision is to build a cross-phase community MAT for secondary and primary schools to provide excellent education for children and young people in Didcot and the surrounding area. The Trust believes that being geographically close helps to expedite swift school improvement as it moves staffing capacity around the Trust to meet the changing needs of each school. The Trust is nevertheless open minded and will explore all possibilities of growth as a local MAT and centre of educational excellence. The Trust is aware of risks as well as benefits that growth can bring and worked hard to deliver a successful conversion and transfer of Sutton Courtenay (Church of England) Primary School into the Trust in 2019. A joint working group of Trustees, Governors and key staff oversaw the project as it progressed to its successful conclusion and the Trust would continue to adopt strong project management disciplines should it grow further in future.

**Streamlined Energy and Carbon Reporting**

**UK Greenhouse gas emissions and energy use data for the period 1 September 2019 to 31 August 2020:**

Energy consumption used to calculate emissions (kwh) 3,336,500

Energy consumption break down (kwh)

- gas 2,577,726
- electricity 733,446
- transport fuel 25,328

Scope 1 emissions in metric tonnes CO<sub>2</sub>e

- Gas consumption 474.01
- Owned transport - mini-buses 2.1

Total scope 1 consumption 476.1

Scope 2 emissions in metric tonnes CO<sub>2</sub>e

- Purchased electricity 171.0

Scope 3 emissions in metric tonnes CO<sub>2</sub>e

- Business travel in employee owned vehicles 4.0

**Total gross emissions in metric tonnes CO<sub>2</sub>e 651.1**

Intensity ratio

**Tonnes CO<sub>2</sub>e per pupil 0.26**

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.

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

**Streamlined Energy and Carbon Reporting (continued)**

Intensity measurement:

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

Measures taken to improve energy efficiency

The Trust has taken a proactive stance to sustainability initiatives. By way of examples;

- It has solar panels installed at Didcot Girls' School through an agreement with the Low Carbon Hub
- It has recently awarded its electricity supply contract to Ecotricity, who have a commitment to green energy supply
- It engages students through a range of educational initiatives through appointed Climate Action Leads

In the coming year we intend to embed use of video conferencing to minimise the need for some staff to travel between sites, ensure effective automated PC switch off arrangements are in place at the end of the day and consider ways in which the transparency of its energy usage can be improved e.g. through smart meter data. We will also benchmark ourselves against other similar organisations to see whether that research identifies areas in which we can improve our energy efficiency.

**Fundraising**

The Trust does not make use of commercial or professional fundraisers. On occasions it seeks donations directly from parents and external parties for purchase of specific supplies of services that benefit the Trust schools and its students.

The Friends of Didcot Girls' School, St Birinus School Parent Teacher Association and the Friends of Sutton Courtenay (Church of England) Primary School operate independently and make donations to the schools periodically for specific agreed purposes.

Our schools do hold non-uniform and other fundraising days during the year in order to raise money for charities.

**Plans for future periods**

The Trust will continue in future periods to strive to meet its key objectives and has ambitious aspirations and targets for:

- student outcomes;
- the development of student digital communication and collaboration skills;
- the use and development of its estate; and
- closer, more formal collaborative links with schools across the age range in the local area through the development of the multi-academy trust;

Strong governance and leadership; pro-active strategic planning, sound financial management, and continuing staff development will be key aspects of the Trust's continuing success.

The Trust has determined that any future expansion's primary objective would be to create a positive impact on the lives of a greater number of children and young people by providing an excellent education. Expansion should enable the Trust to deliver further opportunities as a result of economies of scale, including the ability to deliver additional efficiency savings as well as create an even greater range of expertise.

Focus on ensuring all Trust schools are safe and secure for our students, staff and visitors during a time of unprecedented health and safety challenges as a result of Covid-19 will remain a top priority for the Trust.

**RIDGEWAY EDUCATION TRUST**  
**(A company limited by guarantee)**

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

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

The Trust holds no Assets and Funds as Custodian Trustee on behalf of others.

**Disclosure of information to auditors**

Insofar as the Trustees are aware:

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

**Auditors**

On 11 May 2020, Critchleys Audit LLP resigned as the Academy Trust's auditors. Cooper Parry Group Limited were appointed to fill the resulting vacancy. Cooper Parry Group Limited have expressed their willingness to continue in office as auditors and will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

The Trustees' report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 8 December 2020 and signed on its behalf by:



**Marcus Gover**  
Chair of Trustees

**RIDGEWAY EDUCATION TRUST**  
**(A company limited by guarantee)**

**GOVERNANCE STATEMENT**

**Scope of responsibility**

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

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

The Board of Trustees has delegated the day-to-day responsibility to the Executive Headteacher, 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 Ridgeway Education Trust and the Secretary of State for Education. The Executive Headteacher likewise delegates day-to-day responsibilities to the Headteachers of each school and to the Trust Director of Finance and Services. They are also responsible for reporting to the Board of Trustees any material weaknesses or breakdowns in internal control.

**Governance**

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities.

**Board of Trustees**

The Trust Board has formally met five times during the year. Attendance during the year at meetings of the Trust Board was as follows:

|                  |   |
|------------------|---|
| Paul Allen       | 5 meetings attended out of a possible 5 |
| Rita Atkinson    | 4 meetings attended out of a possible 5 |
| Chris Campbell   | 4 meetings attended out of a possible 5 |
| Ruth Elliot      | 4 meetings attended out of a possible 5 |
| Marcus Gover     | 5 meetings attended out of a possible 5 |
| Andrew Harrison  | 4 meetings attended out of a possible 5 |
| Jill Judson      | 5 meetings attended out of a possible 5 |
| Andrew Kaye      | 4 meetings attended out of a possible 5 |
| Paul Shaughnessy | 3 meetings attended out of a possible 5 |
| Rachael Warwick  | 5 meetings attended out of a possible 5 |
| Stephen White    | 5 meetings attended out of a possible 5 |

Members also had an open invitation to attend Board meetings throughout the year. Changes to the Trust Board that occurred during 2019/20 are recorded in the Reference and Administrative Details on page 1.

The Trust Board focuses particularly on the strategic issues that affect the Trust. Primarily, it seeks to ensure that high quality education provision is available to all its students and that academic achievement remains at the highest level. It seeks to achieve that whilst ensuring the Trust always remains financially resilient and sustainable.

**Governance Reviews**

The Trust routinely reviews and refines its governance arrangements. The Trust Board carried out a skills audit in March/April 2020, the results of which indicated that the Trust Board was a strong team with fair representation. The Audit suggested that the Board could benefit from some marketing expertise, which will be highlighted in future Trustee recruitment.

**RIDGEWAY EDUCATION TRUST**  
**(A company limited by guarantee)**

**GOVERNANCE STATEMENT (CONTINUED)**

**Committees**

The Trust's single Finance and General Purposes Committee oversees finance, IT, premises and health and safety matters on behalf of both the Trust itself and its schools. During the 2019/20 academic year this committee had an important role overseeing the continued development of joint working and delivery of savings across the Trust schools as well as approving the Trust finance manual and considering the reserves and treasury management policies, and annual report and accounts before they were presented to the Trust Board for approval. The committee also took an important role in scrutinising key health and safety matters for the Trust and IT and premises investment plans, including oversight of an emerging Trust estates strategy.

The Finance and General Purposes Committee met six times during the year and attendance was as follows:

|                 |   |
|-----------------|---|
| Paul Allen      | 6 meetings attended out of a possible 6 |
| Conor Byrne *   | 5 meetings attended out of a possible 6 |
| Chris Campbell  | 5 meetings attended out of a possible 6 |
| Andrew Kaye     | 6 meetings attended out of a possible 6 |
| Rachael Warwick | 5 meetings attended out of a possible 6 |
| Stephen White   | 6 meetings attended out of a possible 6 |

\* Conor Byrne is not a Trustee but a school Governor. He has been appointed by the Committee as an additional member in accordance with the Committee terms of reference.

In addition, whilst not a formal member of the Committee, Mrs Ruth Elliot attended six meetings.

The Trust Audit Committee met three times during the year and attendance was as follows:

|               |   |
|---------------|---|
| Ruth Elliot   | 3 meetings attended out of a possible 3 |
| Rita Atkinson | 3 meetings attended out of a possible 3 |
| Jill Judson   | 3 meetings attended out of a possible 3 |

During 2019/20 the Audit Committee considered reports and recommendations from both the Trust's external auditors and from its appointed internal auditors, Cooper Parry, as a part of its internal assurance review arrangements. It tracked progress in implementation of the recommendations made. In addition, the Audit Committee has scrutinised the risk registers of the Trust and its schools and considered the changes made in the ESFA Academies Financial Handbook.

With Cooper Parry being successful in being appointed as the Trust new external auditors for the closure of the 2019/20 accounts the Audit Committee appointed James Cowper Kreston to provide internal assurance services to the Trust for 2020/21.

**Local Governing Body**

Each school within the Trust establishes its own Local Governing Body (LGB) and sub committees. For the period under review, Didcot Girls' School LGB met five times and St Birinus School LGB met four times. Sutton Courtenay (Church of England) Primary School LGB met six times.

During the period under review, both Didcot Girls' School and St Birinus School had standardised ways of working with a Curriculum and Standards Committee operating at both schools. The Trust Board also updated the terms of reference for its school LGBs for 2019/20. Sutton Courtenay (Church of England) Primary School established a Curriculum and Standards Committee in February 2020, operating with its own terms of reference.

The Trust control frameworks and governance structures have been subject to continual review and refinement during the year, which has included a review of its scheme of delegation and finance manual in October 2020. The Trust is committed to reviewing these key financial documents at least annually.

**RIDGEWAY EDUCATION TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

**Review of value for money**

As Accounting Officer, the Executive Headteacher has responsibility for ensuring that the Academy Trust delivers good value in the use of public resources. The Accounting Officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received. The Accounting Officer considers how the Trust's use of its resources has provided good value for money during each academic year, and reports to the Trust Board where value for money can be improved, including the use of benchmarking data where available. The Accounting Officer for the Academy Trust has delivered improved value for money during the year by:

Ensuring Robust Procurement Processes

Despite the impact of the COVID-19 pandemic, the Trust has sought to continue to test the market robustly in order to ensure best value for money and to deliver savings. During 2019//20, a number of Trust-wide market testing processes were completed including those related to health and safety, payroll services, audit and accountancy services and electricity supplies. Increased use has also been made of DfE approved frameworks in order to ensure competitive quotes for IT hardware purchases and multi-functional printers.

Developing of Estates and IT Strategies

The Trust has been progressing significant work on its strategic planning and decision making in relation to Estates and IT. In line with ESFA guidance on good estates management for schools, the Trust undertook a "top 10" estates check self-assessment, and more detailed organisational self-assessment, to be confident that the most important issues around school property and premises were being managed effectively and efficiently. That led on to the development of its Estates Strategy document. This is now used to enable senior leaders and staff to prioritise estates investment needs over both the short and medium term, and ensure funds are directed to the areas most in need. Work was also undertaken during 2019/10 on the development of a new Trust Digital Strategy to ensure strong focus prioritising IT investment decisions. This has now been approved by the Trust Board. The focus of the strategy is to ensure it enables the Trust to successfully navigate through the current COVID-19 pandemic and transform the use of IT for teaching and learning, communication, collaboration and administration for a sustainable future.

Income Generation

The Trust continued to explore opportunities to generate external income by making use of its premises, capacity and expertise. In 2019/20 the Trust Executive Headteacher became President of the Association of School and Collage Leaders (ASCL). Costs of her time, equating to two days a week, were fully reimbursed at a time when she continued to provide strong leadership in driving improvement at our own schools, and keeping our school students and staff safe, during a challenging period for the education sector nationally.

During the year, the Trust also worked hard to secure generous donations and grants of over £80k from a range of parties, including parents, which have enabled investment in improved facilities for our students that we would have otherwise found difficult to fund ourselves. Notably, investment has been made in a new IT suite at St Birinus School following a successful £30k grant bid to the Wolfson Foundation. In addition, grant funding and donations of a similar sum were received towards refurbishment of the sixth form library at St Birinus, including a £25k donation from the Farmington Institute.

Procurement Policy Notes

Whilst it has been necessary for us to adopt a more nimble and flexible approach to operational and financial planning and decision making over recent months as a direct consequence of the COVID-19 pandemic, the Trust has remained fully committed to ensuring good use of public funds and delivering best value from the financial resources at our disposal, including continued use of competitive tendering where appropriate. In accordance with Cabinet Office Procurement Policy Notes (PPN 02/20 and PPN 04/20) the Trust did continue to make negotiated payments to its catering supplier at Sutton Courtenay (Church of England) Primary School, and its cleaning contractor at St Birinus School, during periods when services were suspended. This was in order to ensure those suppliers were able to resume normal contract delivery swiftly as soon as they were required to do so by our schools.

**RIDGEWAY EDUCATION TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

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

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

**Capacity to handle risk**

The Trust Board has reviewed the key risks to which the Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Trust Board is of the view that there is a formal ongoing process for identifying, evaluating and managing the 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 financial statements. This process is periodically reviewed by the Trust Board with regular review of the Trust risk registers being undertaken by the Trust Audit Committee.

**The risk and control framework**

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

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

The Trust considered the need for specific internal audit function and decided to appoint Cooper Parry to undertake internal assurance reviews and report back on their findings during 2019/20. During the course of the year the Trust undertook a competitive tendering process for accounting and audit services, which resulted in Cooper Parry being appointed as the new external auditors for the 2019/20 accounting period. As Cooper Parry has undertaken the internal scrutiny services for the Trust, as a result of the changes introduced by the Financial Reporting Council's revised Ethical Standard for Auditors, the Trustees, via the Audit Committee, appointed James Cowper Kreston to undertake the internal scrutiny work for the Trust for the 2020/21 academic year onwards.

The reviewer's role includes performing a range of checks on the Trust's financial systems and reporting to the Trust Audit Committee and the Trust Finance and General Purposes Committee meetings on findings. In particular, the checks carried out in the current period included:

- testing of purchasing and payments;
- testing of payroll transactions;
- a review of budgetary control;
- a review of risk registers; and
- a review of the management of capital projects.

Reports produced by our auditors are submitted to Trustees as they are concluded, through both the Trust Finance and General Purposes Committee and Trust Audit Committee, on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities.

**RIDGEWAY EDUCATION TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

**The risk and control framework (continued)**

The internal auditors annually prepare a summary report to the Audit Committee outlining the areas reviewed, key findings, recommendations and conclusions to help the Committee consider actions and assess year on year progress.

The Trust can confirm that Cooper Parry delivered their schedule of work for 2019/20, which was agreed in advance by Trust Audit Committee.

While no significant internal control weaknesses were identified from the work completed, the Trustees and management have incorporated all the recommendations for improvement into the rolling action plan aimed at ensuring the Trust continues to strengthen and improve internal controls on an ongoing basis. The action plan is reviewed at every Trust Audit Committee meeting in order that Trustees can monitor progress being made. The Chair of the Audit Committee reports back to the Trust Board in presenting the minutes of Audit Committee meetings.

**Review of effectiveness**

As Accounting Officer, the Executive Headteacher has responsibility for reviewing the effectiveness of the system of internal control. During the year ended 31 August 2020 the review has been informed by:

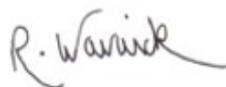
- the work of the internal auditor;
- the work of the external auditor;
- the financial management and governance self-assessment process, including the School Resource Management Self-Assessment Tool;
- the work of the executive managers within the Trust who have responsibility for the development and 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 Audit Committee and a plan to ensure continuous improvement of the system is in place.

Approved by order of the members of the Board of Trustees on 8 December 2020 and signed on their behalf by:



**Marcus Gover**  
Chair of Trustees



**Rachael Warwick**  
Accounting Officer

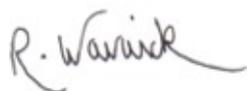
**RIDGEWAY EDUCATION TRUST**  
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**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**

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

I confirm that I and the Academy Trust Board of Trustees are able to identify any material irregular or improper use of all funds by the Academy Trust, or material non-compliance with the terms and conditions of funding under the Academy Trust's funding agreement and the Academies Financial Handbook 2019.

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



**Rachael Warwick**  
Accounting Officer

Date: 8 December 2020

**RIDGEWAY EDUCATION TRUST**  
**(A company limited by guarantee)**

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

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

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

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

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

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

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

Approved by order of the members of the Board of Trustees on 8 December 2020 and signed on its behalf by:



**Marcus Gover**  
Chair of Trustees

**RIDGEWAY EDUCATION TRUST**  
**(A company limited by guarantee)**

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

**Opinion**

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

In our opinion the financial statements:

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

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

**RIDGEWAY EDUCATION TRUST**  
**(A company limited by guarantee)**

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

**Other information**

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

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

We have nothing to report in this regard.

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

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

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

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

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

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

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

**RIDGEWAY EDUCATION TRUST**  
**(A company limited by guarantee)**

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

**Responsibilities of trustees**

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

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

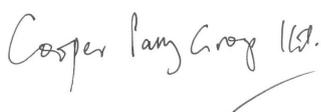
**Auditors' responsibilities for the audit of the financial statements**

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

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

**Use of our report**

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



**Simon Atkins FCA (Senior statutory auditor)**

for and on behalf of

**Cooper Parry Group Limited**

Chartered Accountants

Statutory Auditors

Park View, One Central Boulevard

Blythe Valley Park

Solihull

West Midlands

B90 8BG

16 December 2020

**RIDGEWAY EDUCATION TRUST**  
**(A company limited by guarantee)**

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

In accordance with the terms of our engagement letter dated 29 June 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 Ridgeway Education Trust during the year 1 September 2019 to 31 August 2020 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

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

**Respective responsibilities of Ridgeway Education Trust's accounting officer and the reporting accountant**

The accounting officer is responsible, under the requirements of Ridgeway Education Trust's funding agreement with the Secretary of State for Education dated 1 August 2012 and the Academies Financial Handbook, extant from 1 September 2019, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

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

**Approach**

We conducted our engagement in accordance with the Academies Accounts Direction 2019 to 2020 issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter. The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity. A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

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

The work undertaken to draw our conclusions included:

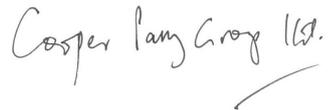
- Reviewing the internal control policies and procedures implemented by the Academy Trust and evaluating their design and effectiveness to understand how the Academy Trust has complied with the framework of authorities;
- Reviewing the minutes of meetings of the Trustees, relevant sub-committees and other evidence made available to us, relevant to our consideration of regularity;
- Enquiries of the Accounting Officer, including reviewing the work undertaken by the Accounting Officer in relation to their Statement on Regularity, Propriety and Compliance; and
- Detailed testing of the income and expenditure of the Academy Trust based on our assessment of the risk of material irregularity, impropriety and non-compliance. This work was integrated with our audit of the financial statements where appropriate and included analytical review and detailed substantive testing of transactions

**RIDGEWAY EDUCATION TRUST**  
**(A company limited by guarantee)**

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

**Conclusion**

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



Reporting Accountant

**Cooper Parry Group Limited**  
Chartered Accountants  
Statutory Auditors  
Park View, One Central Boulevard  
Blythe Valley Park  
Solihull  
West Midlands  
B90 8BG

Date: 16 December 2020

**RIDGEWAY EDUCATION TRUST**  
(A company limited by guarantee)

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

|   | Unrestricted<br>funds<br>2020<br>£000 | Restricted<br>funds<br>2020<br>£000 | Restricted<br>fixed asset<br>funds<br>2020<br>£000 | Total<br>funds<br>2020<br>£000 | Total<br>funds<br>2019<br>£000 |
|---|---------------------------------------|-------------------------------------|--|--------------------------------|--------------------------------|
| Note  |                                       |                                     |  |                                |                                |
| <b>Income from:</b>   |                                       |                                     |  |                                |                                |
| Donations and capital grants  | 3                                     | 50                                  | -  | 54                             | 104                            |
| Charitable activities   | 4                                     | 862                                 | 12,950   | -                              | 13,812                         |
| Teaching schools  |                                       | -                                   | 40   | -                              | 40                             |
| Other trading activities  | 5                                     | 29                                  | -  | -                              | 29                             |
| Investments   | 6                                     | 8                                   | -  | -                              | 8                              |
|   |                                       | <u>949</u>                          | <u>12,990</u>                                      | <u>54</u>                      | <u>13,993</u>                  |
| <b>Total income</b>   |                                       |                                     |  |                                |                                |
| <b>Expenditure on:</b>  |                                       |                                     |  |                                |                                |
| Charitable activities   | 8                                     | 834                                 | 13,649   | 1,107                          | 15,590                         |
| Teaching schools  |                                       | -                                   | 40   | -                              | 40                             |
|   |                                       | <u>834</u>                          | <u>13,689</u>                                      | <u>1,107</u>                   | <u>15,630</u>                  |
| <b>Total expenditure</b>  |                                       |                                     |  |                                |                                |
|   |                                       | <u>115</u>                          | <u>(699)</u>                                       | <u>(1,053)</u>                 | <u>(1,637)</u>                 |
| <b>Net income/(expenditure)</b>   |                                       |                                     |  |                                |                                |
| Transfers between funds   | 18                                    | 10                                  | (10)   | -                              | -                              |
|   |                                       | <u>125</u>                          | <u>(709)</u>                                       | <u>(1,053)</u>                 | <u>(1,637)</u>                 |
| <b>Net movement in funds before<br/>other recognised gains/(losses)</b> |                                       |                                     |  |                                |                                |
| <b>Other recognised<br/>gains/(losses):</b>                             |                                       |                                     |  |                                |                                |
| Actuarial gains/(losses) on<br>defined benefit pension<br>schemes       | 25                                    | -                                   | 84   | -                              | 84                             |
|   |                                       | <u>125</u>                          | <u>(625)</u>                                       | <u>(1,053)</u>                 | <u>(1,553)</u>                 |
| <b>Net movement in funds</b>  |                                       |                                     |  |                                |                                |
| <b>Reconciliation of funds:</b>   |                                       |                                     |  |                                |                                |
| Total funds brought forward   | 18                                    | 782                                 | (6,826)  | 28,208                         | 22,164                         |
| Net movement in funds   | 18                                    | 125                                 | (625)  | (1,053)                        | (1,553)                        |
|   |                                       | <u>907</u>                          | <u>(7,451)</u>                                     | <u>27,155</u>                  | <u>20,611</u>                  |
| <b>Total funds carried forward</b>                                      |                                       |                                     |  |                                |                                |

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

The notes on pages 39 to 65 form part of these financial statements.

**RIDGEWAY EDUCATION TRUST**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 08104201**

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

|  | Note | 2020<br>£000 | 2019<br>£000 |
|--|------|--------------|--------------|
| <b>Fixed assets</b>                            |      |              |              |
| Tangible assets                                | 15   | 26,826       | 27,643       |
|  |      | 26,826       | 27,643       |
| <b>Current assets</b>                          |      |              |              |
| Debtors  | 16   | 504          | 445          |
| Cash at bank and in hand                       |      | 1,546        | 1,966        |
|  |      | 2,050        | 2,411        |
| Creditors: amounts falling due within one year | 17   | (814)        | (1,054)      |
|  |      | 1,236        | 1,357        |
| <b>Net current assets</b>                      |      | 1,236        | 1,357        |
| <b>Total assets less current liabilities</b>   |      | 28,062       | 29,000       |
| <b>Net assets excluding pension liability</b>  |      | 28,062       | 29,000       |
| Defined benefit pension scheme liability       | 25   | (7,451)      | (6,836)      |
| <b>Total net assets</b>                        |      | 20,611       | 22,164       |
| <b>Funds of the Academy Trust</b>              |      |              |              |
| <b>Restricted funds:</b>                       |      |              |              |
| Fixed asset funds                              | 18   | 27,155       | 28,208       |
| Restricted income funds                        | 18   | -            | 10           |
| Pension reserve                                | 18   | (7,451)      | (6,836)      |
| <b>Total restricted funds</b>                  | 18   | 19,704       | 21,382       |
| <b>Unrestricted income funds</b>               | 18   | 907          | 782          |
| <b>Total funds</b>                             |      | 20,611       | 22,164       |

The financial statements on pages 36 to 65 were approved by the Trustees, and authorised for issue on 08 December 2020 and are signed on their behalf, by:



**Marcus Gover**  
Chair of Trustees

The notes on pages 39 to 65 form part of these financial statements.

**RIDGEWAY EDUCATION TRUST**  
(A company limited by guarantee)

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

|   | <b>Note</b> | <b>2020</b><br><b>£000</b> | <b>2019</b><br><b>£000</b> |
|---|-------------|----------------------------|----------------------------|
| <b>Cash flows from operating activities</b>                         |             |                            |                            |
| Net cash (used in)/provided by operating activities                 | 20          | (193)                      | 214                        |
| <b>Cash flows from investing activities</b>                         |             |                            |                            |
|   | 21          | (227)                      | (83)                       |
| <b>Change in cash and cash equivalents in the year</b>              |             | (420)                      | 131                        |
| Cash and cash equivalents at the beginning of the year              |             | 1,966                      | 1,688                      |
| Cash transferred on conversion of schools joining the Academy Trust |             | -                          | 147                        |
| <b>Cash and cash equivalents at the end of the year</b>             | 22, 23      | <u>1,546</u>               | <u>1,966</u>               |

The notes on pages 39 to 65 form part of these financial statements

**RIDGEWAY EDUCATION TRUST**  
**(A company limited by guarantee)**

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

**1. Accounting policies**

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

**1.1 Basis of preparation of financial statements**

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

**1.2 Going concern**

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

**1.3 Taxation**

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

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

**1.4 Fund accounting**

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

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

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

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

**RIDGEWAY EDUCATION TRUST**  
**(A company limited by guarantee)**

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

**1. Accounting policies (continued)**

**1.5 Income**

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

• **Grants**

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

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

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

• **Sponsorship income**

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

• **Donations**

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

• **Other income**

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

• **Transfer on conversion**

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

**1.6 Interest receivable**

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

**RIDGEWAY EDUCATION TRUST**  
**(A company limited by guarantee)**

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

**1. Accounting policies (continued)**

**1.7 Expenditure**

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

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

- **Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.

**1.8 Tangible fixed assets**

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

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

The Academy Trust occupies some land and buildings which are provided to it and owned by the Trustees for the Diocese of Oxford (the Site Trustees). The Academy Trust occupies this land and buildings under the terms of a Supplemental Agreement between the Oxford Diocesan Board of Education, the Site Trustees and the Academy Trust. This Supplemental Agreement, which amounts to a mere licence, provides the Academy Trust with the right to use the land and buildings for an indefinite period, subject to a 2-year termination notice period. Having considered the fact that the Academy Trust occupies the land and buildings by a mere licence, which transfers to the Academy Trust no rights or control over the sites save that of occupying it at the will of the Site Trustees under the terms of the relevant site trust, the Trustees have concluded that the value of the land and buildings occupied by the Academy Trust will not be recognised on the balance sheet of the Academy Trust.

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

**RIDGEWAY EDUCATION TRUST**  
**(A company limited by guarantee)**

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

**1. Accounting policies (continued)**

**1.8 Tangible fixed assets (continued)**

Depreciation is provided on the following bases:

|                                 |                               |
|---------------------------------|-------------------------------|
| Leasehold land                  | - 122 years                   |
| Long-term leasehold property    | - 25-30 years from conversion |
| Leasehold improvements          | - 10-30 years                 |
| Furniture and equipment         | - 5 years                     |
| Computer equipment and software | - 3 years                     |
| Motor vehicles                  | - 5 years                     |

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

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

**1.9 Debtors**

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

**1.10 Cash at bank and in hand**

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

**1.11 Liabilities and provisions**

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

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

**1.12 Operating leases**

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

**1.13 Agency arrangements**

The Academy Trust acts as an agent in distributing the 16-19 bursary funds from the ESFA. Payments received from the ESFA and subsequent disbursements to students are excluded from the statement of financial activities as the Academy Trust does not have control over the charitable application of the funds. The funds received and paid and balances held are disclosed in note 29.

**RIDGEWAY EDUCATION TRUST**  
**(A company limited by guarantee)**

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

**1. Accounting policies (continued)**

**1.14 Financial instruments**

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

*Financial assets* - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 16. Prepayments are not financial instruments. Cash at bank is classified as a basic financial instrument and is measured at face value.

*Financial liabilities* - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 17. 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.

**1.15 Pensions**

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

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

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

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

**RIDGEWAY EDUCATION TRUST**  
(A company limited by guarantee)

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

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

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

Critical accounting estimates and assumptions:

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 25, 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.

Tangible fixed assets are depreciated over their economic useful lives taking into account residual values where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors.

Critical areas of judgement:

The classification of expenditure between restricted and unrestricted funds is considered a critical area of judgement as certain expenditure can be applied to both funds. Where this is the case and the amounts in question are considered material, the expenditure is apportioned to both funding streams on an appropriate basis.

The Academy Trust obtains use of fixed assets as a lessee. The classification of such leases as operating or finance lease requires the Academy Trust to determine, based on an evaluation of the terms and conditions of the arrangements, whether it retains or acquires the significant risks and rewards of ownership of these assets and accordingly whether the lease requires an asset and liability to be recognised in the Balance Sheet.

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

|  | <b>Unrestricted<br/>funds<br/>2020<br/>£000</b> | <b>Restricted<br/>funds<br/>2020<br/>£000</b> | <b>Restricted<br/>fixed asset<br/>funds<br/>2020<br/>£000</b> | <b>Total<br/>funds<br/>2020<br/>£000</b> | <b>Total<br/>funds<br/>2019<br/>£000</b> |
|--|---|---|---|--|--|
| Transfer from Local Authority<br>on conversion | -   | -   | -   | -  | (163)                                    |
|  | -   | -   | -   | -  | (163)                                    |

**RIDGEWAY EDUCATION TRUST**  
(A company limited by guarantee)

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

**3. Income from donations and capital grants (continued)**

|                   | Unrestricted<br>funds<br>2020<br>£000 | Restricted<br>funds<br>2020<br>£000 | Restricted<br>fixed asset<br>funds<br>2020<br>£000 | Total<br>funds<br>2020<br>£000 | Total<br>funds<br>2019<br>£000 |
|-------------------|---------------------------------------|-------------------------------------|--|--------------------------------|--------------------------------|
| Donations         | 50                                    | -                                   | -  | 50                             | 19                             |
| Capital Grants    | -                                     | -                                   | 54   | 54                             | 280                            |
|                   | <u>50</u>                             | <u>-</u>                            | <u>54</u>  | <u>104</u>                     | <u>299</u>                     |
| <b>Total</b>      | <u>50</u>                             | <u>-</u>                            | <u>54</u>  | <u>104</u>                     | <u>136</u>                     |
| <b>Total 2019</b> | <u>134</u>                            | <u>(299)</u>                        | <u>301</u>   | <u>136</u>                     |                                |

**4. Funding for the Academy Trust's charitable activities**

|   | Unrestricted<br>funds<br>2020<br>£000 | Restricted<br>funds<br>2020<br>£000 | Total<br>funds<br>2020<br>£000 | Total<br>funds<br>2019<br>£000 |
|---|---------------------------------------|-------------------------------------|--------------------------------|--------------------------------|
| <b>DfE/ESFA grants</b>                          |                                       |                                     |                                |                                |
| General Annual Grant                            | -                                     | 11,558                              | 11,558                         | 11,070                         |
| Start up grants                                 | -                                     | -                                   | -                              | 25                             |
| Other ESFA/DfE income                           | -                                     | 1,029                               | 1,029                          | 573                            |
|   | <u>-</u>                              | <u>12,587</u>                       | <u>12,587</u>                  | <u>11,668</u>                  |
| <b>Local Authority grants</b>                   |                                       |                                     |                                |                                |
| Local Authority funding (including early years) | -                                     | 363                                 | 363                            | 140                            |
|   | <u>-</u>                              | <u>363</u>                          | <u>363</u>                     | <u>140</u>                     |
| <b>Other funding</b>                            |                                       |                                     |                                |                                |
| Trip and activity income                        | 186                                   | -                                   | 186                            | 346                            |
| Catering income                                 | 321                                   | -                                   | 321                            | 474                            |
| Other income                                    | 355                                   | -                                   | 355                            | 282                            |
|   | <u>862</u>                            | <u>12,950</u>                       | <u>13,812</u>                  | <u>12,910</u>                  |
| <b>Total</b>                                    | <u>862</u>                            | <u>12,950</u>                       | <u>13,812</u>                  | <u>12,910</u>                  |
| <b>Total 2019</b>                               | <u>1,102</u>                          | <u>11,808</u>                       | <u>12,910</u>                  |                                |

**RIDGEWAY EDUCATION TRUST**  
(A company limited by guarantee)

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

**5. Income from other trading activities**

|                   | Unrestricted<br>funds<br>2020<br>£000 | Total<br>funds<br>2020<br>£000 | Total<br>funds<br>2019<br>£000 |
|-------------------|---------------------------------------|--------------------------------|--------------------------------|
| Lettings income   | 29                                    | 29                             | 31                             |
| <b>Total 2019</b> | <b>31</b>                             | <b>31</b>                      |                                |

**6. Investment income**

|                   | Unrestricted<br>funds<br>2020<br>£000 | Total<br>funds<br>2020<br>£000 | Total<br>funds<br>2019<br>£000 |
|-------------------|---------------------------------------|--------------------------------|--------------------------------|
| Bank interest     | 8                                     | 8                              | 7                              |
| <b>Total 2019</b> | <b>7</b>                              | <b>7</b>                       |                                |

**7. Expenditure**

|  | Staff Costs<br>2020<br>£000 | Premises<br>2020<br>£000 | Other<br>2020<br>£000 | Total<br>2020<br>£000 | Total<br>2019<br>£000 |
|--|-----------------------------|--------------------------|-----------------------|-----------------------|-----------------------|
| Direct costs - educational operations  | 9,543                       | -                        | 942                   | 10,485                | 9,438                 |
| Support costs - educational operations | 2,388                       | 775                      | 1,942                 | 5,105                 | 5,475                 |
| Teaching school                        | 33                          | -                        | 7                     | 40                    | 71                    |
| <b>Total</b>                           | <b>11,964</b>               | <b>775</b>               | <b>2,891</b>          | <b>15,630</b>         | <b>14,984</b>         |
| <b>Total 2019</b>                      | <b>10,836</b>               | <b>1,024</b>             | <b>3,124</b>          | <b>14,984</b>         |                       |

**RIDGEWAY EDUCATION TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**8. Analysis of expenditure on charitable activities**

**Summary by fund type**

|                        | <b>Unrestricted<br/>funds<br/>2020<br/>£000</b> | <b>Restricted<br/>funds<br/>2020<br/>£000</b> | <b>Total<br/>funds<br/>2020<br/>£000</b> | <b>Total<br/>funds<br/>2019<br/>£000</b> |
|------------------------|---|---|--|--|
| Educational operations | 834   | 14,756  | 15,590                                   | 14,914                                   |
| <b>Total 2019</b>      | <b>1,090</b>                                    | <b>13,824</b>                                 | <b>14,914</b>                            |  |

**9. Analysis of expenditure by activities**

|                        | <b>Activities<br/>undertaken<br/>directly<br/>2020<br/>£000</b> | <b>Support<br/>costs<br/>2020<br/>£000</b> | <b>Total<br/>funds<br/>2020<br/>£000</b> | <b>Total<br/>funds<br/>2019<br/>£000</b> |
|------------------------|---|--|--|--|
| Educational operations | 10,485  | 5,105                                      | 15,590                                   | 14,914                                   |
| <b>Total 2019</b>      | <b>9,440</b>  | <b>5,474</b>                               | <b>14,914</b>                            |  |

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**9. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

|                               | <b>Activities</b> | <b>Total</b> | <b>Total</b> |
|-------------------------------|-------------------|--------------|--------------|
|                               | <b>2020</b>       | <b>funds</b> | <b>funds</b> |
|                               | <b>£000</b>       | <b>2020</b>  | <b>2019</b>  |
|                               |                   | <b>£000</b>  | <b>£000</b>  |
| LGPS FRS102 net interest cost | 129               | 129          | 125          |
| Staff costs                   | 2,388             | 2,388        | 2,359        |
| Depreciation                  | 1,107             | 1,107        | 1,080        |
| Technology costs              | 239               | 239          | 188          |
| Premises costs                | 775               | 775          | 1,024        |
| Other support costs           | 398               | 398          | 567          |
| Governance costs              | 63                | 63           | 119          |
| Legal costs                   | 6                 | 6            | 12           |
| <b>Total</b>                  | <u>5,105</u>      | <u>5,105</u> | <u>5,474</u> |
| <b>Total 2019</b>             | <u>5,474</u>      | <u>5,474</u> |              |

Included in legal costs above are legal costs of £2,000 (2019: £11,000) relating to Academy conversions and £4,000 (2019: £1,000) relating to all other matters.

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

Net income/(expenditure) for the year includes:

|                                       | <b>2020</b> | <b>2019</b> |
|---------------------------------------|-------------|-------------|
|                                       | <b>£000</b> | <b>£000</b> |
| Operating lease rentals               | 36          | 36          |
| Depreciation of tangible fixed assets | 1,107       | 1,080       |
| Fees paid to auditors for:            |             |             |
| - audit                               | 13          | 14          |
| - other services                      | 8           | 6           |
|                                       | <u>13</u>   | <u>14</u>   |
|                                       | <u>8</u>    | <u>6</u>    |

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**11. Staff**

**a. Staff costs**

Staff costs during the year were as follows:

|                           | <b>2020</b>   | <b>2019</b>   |
|---------------------------|---------------|---------------|
|                           | <b>£000</b>   | <b>£000</b>   |
| Wages and salaries        | 8,559         | 7,922         |
| Social security costs     | 832           | 759           |
| Pension costs             | 2,476         | 1,987         |
|                           | <u>11,867</u> | <u>10,668</u> |
| Agency staff costs        | 85            | 115           |
| Staff restructuring costs | 12            | 51            |
|                           | <u>11,964</u> | <u>10,834</u> |

Staff restructuring costs comprise:

|                     | <b>2020</b> | <b>2019</b> |
|---------------------|-------------|-------------|
|                     | <b>£000</b> | <b>£000</b> |
| Redundancy payments | -           | 18          |
| Severance payments  | 12          | 33          |
|                     | <u>12</u>   | <u>51</u>   |

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

Included in staff restructuring costs are non-statutory/non-contractual severance payments totalling £11,763 (2019 £33,400). Individually, the payments in 2020 were one payment of £11,763 (2019: 3 payments of £20,200, £5,700 and £7,500 respectively).

**c. Staff numbers**

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

|                            | <b>2020</b> | <b>2019</b> |
|----------------------------|-------------|-------------|
|                            | <b>No.</b>  | <b>No.</b>  |
| Teachers                   | 139         | 139         |
| Administration and support | 181         | 169         |
| Management                 | 18          | 19          |
|                            | <u>338</u>  | <u>327</u>  |

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**11. Staff (continued)**

**d. Higher paid staff**

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

|                                 | <b>2020</b>       | <b>2019</b>       |
|---------------------------------|-------------------|-------------------|
|                                 | <b>No.</b>        | <b>No.</b>        |
| In the band £60,001 - £70,000   | 6                 | -                 |
| In the band £70,001 - £80,000   | -                 | 2                 |
| In the band £80,001 - £90,000   | 1                 | 2                 |
| In the band £110,001 - £120,000 | 1                 | 1                 |
|                                 | <u>          </u> | <u>          </u> |

7 of the above staff members all participated in the Teachers' Pension Scheme and the value of the employer contributions to the scheme during the year were £120,844. 1 of the above staff members participated in the Local Government Pension Scheme and the value of employer contributions to the scheme during the year were £12,151.

**e. Key management personnel**

The key management personnel of the Academy Trust comprise the Trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy Trust was £626,000 (2019: £565,000).

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**12. Central services**

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

- Executive Headteacher
- Director of Sixth Form and the sixth form administrator
- Director of Finance and Services
- Financial Services Lead and the central finance staff
- Company Secretary and Governance Officer
- Head of Operational Services Lead and Head of Operations
- ICT support staff and primary IT central support contracts
- Central supplies and services including accounting, audit, legal fees and banking costs as well as specialist external bought in professional services such as those relating to health and safety, data protection and independent educational leadership support and development.
- Income that is credited to central trust services to net off against costs include recoveries from the Association of School and College Leaders (ASCL) for the Executive Headteacher's average two day per week President role with ASCL along with funding to support her in her National Leader in Excellence role. Interest earned on bank deposits is also credited to central services.

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

For the 2019/20 the Academy Trust apportioned its costs based on General Annual Grant (GAG).

The actual amounts charged during the year were as follows:

|   | <b>2020</b> | <b>2019</b> |
|---|-------------|-------------|
|   | <b>£000</b> | <b>£000</b> |
| Didcot Girls School                               | 522         | 468         |
| St Birinus School                                 | 323         | 335         |
| Sutton Courtenay Church of England Primary School | 29          | 11          |
| <b>Total</b>                                      | <u>874</u>  | <u>814</u>  |

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**13. Trustees' remuneration and expenses**

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

|                                  |                            | <b>2020</b> | <b>2019</b> |
|----------------------------------|----------------------------|-------------|-------------|
|                                  |                            | <b>£000</b> | <b>£000</b> |
| R Warwick, Executive Headteacher | Remuneration               | 115 - 120   | 110 - 115   |
|                                  | Pension contributions paid | 25 - 30     | 15 - 20     |

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

**14. Trustees' and Officers' insurance**

The 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 Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business, and provides cover up to £10,000,000. It is not possible to quantify the Trustees and officers indemnity element from the overall cost of the RPA scheme membership.

**15. Tangible fixed assets**

|                          | <b>Long-term<br/>leasehold<br/>property<br/>£000</b> | <b>Furniture<br/>and<br/>equipment<br/>£000</b> | <b>Computer<br/>equipment<br/>£000</b> | <b>Motor<br/>vehicles<br/>£000</b> | <b>Total<br/>£000</b> |
|--------------------------|--|---|--|------------------------------------|-----------------------|
| <b>Cost or valuation</b> |  |   |  |                                    |                       |
| At 1 September 2019      | 34,426   | 215   | 461                                    | 49                                 | 35,151                |
| Additions                | 289  | -   | -                                      | -                                  | 289                   |
| At 31 August 2020        | <u>34,715</u>  | <u>215</u>                                      | <u>461</u>                             | <u>49</u>                          | <u>35,440</u>         |
| <b>Depreciation</b>      |  |   |  |                                    |                       |
| At 1 September 2019      | 6,859  | 209   | 390                                    | 49                                 | 7,507                 |
| Charge for the year      | 1,075  | 6   | 26                                     | -                                  | 1,107                 |
| At 31 August 2020        | <u>7,934</u>   | <u>215</u>                                      | <u>416</u>                             | <u>49</u>                          | <u>8,614</u>          |
| <b>Net book value</b>    |  |   |  |                                    |                       |
| At 31 August 2020        | <u><u>26,781</u></u>                                 | <u><u>-</u></u>                                 | <u><u>45</u></u>                       | <u><u>-</u></u>                    | <u><u>26,826</u></u>  |
| At 31 August 2019        | <u><u>27,566</u></u>                                 | <u><u>6</u></u>                                 | <u><u>71</u></u>                       | <u><u>-</u></u>                    | <u><u>27,643</u></u>  |

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**16. Debtors**

|                                | <b>2020</b> | <b>2019</b> |
|--------------------------------|-------------|-------------|
|                                | <b>£000</b> | <b>£000</b> |
| <b>Due within one year</b>     |             |             |
| Trade debtors                  | 78          | 46          |
| Other debtors                  | 63          | 65          |
| Prepayments and accrued income | 363         | 334         |
|                                | 504         | 445         |
|                                | 504         | 445         |

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

|  | <b>2020</b> | <b>2019</b> |
|--|-------------|-------------|
|  | <b>£000</b> | <b>£000</b> |
| Trade creditors                        | 197         | 389         |
| Other taxation and social security     | 198         | 194         |
| Other creditors                        | 230         | 219         |
| Accruals and deferred income           | 189         | 252         |
|  | 814         | 1,054       |
|  | 814         | 1,054       |
|  | <b>2020</b> | <b>2019</b> |
|  | <b>£000</b> | <b>£000</b> |
| Deferred income at 1 September 2019    | 104         | 98          |
| Resources deferred during the year     | 55          | 104         |
| Amounts released from previous periods | (104)       | (98)        |
|  | 55          | 104         |
|  | 55          | 104         |

Deferred income represents funding received specifically for next financial year, together with trips and activities income received in advance.

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**18. Statement of funds**

|                                     | Balance at 1<br>September<br>2019<br>£000 | Income<br>£000       | Expenditure<br>£000    | Transfers<br>in/out<br>£000 | Gains/<br>(Losses)<br>£000 | Balance at<br>31 August<br>2020<br>£000 |
|-------------------------------------|---|----------------------|------------------------|-----------------------------|----------------------------|---|
| <b>Unrestricted funds</b>           |   |                      |                        |                             |                            |   |
| General funds                       | 782                                       | 949                  | (834)                  | 10                          | -                          | 907                                     |
| <b>Restricted general funds</b>     |   |                      |                        |                             |                            |   |
| General Annual Grant                | -   | 11,558               | (11,558)               | -                           | -                          | -                                       |
| Pupil premium                       | -   | 358                  | (358)                  | -                           | -                          | -                                       |
| Other DfE funding                   | -   | 671                  | (671)                  | -                           | -                          | -                                       |
| Local Authority funding             | -   | 363                  | (363)                  | -                           | -                          | -                                       |
| Other restricted funds              | 10  | -                    | -                      | (10)                        | -                          | -                                       |
| Teaching school                     | -   | 40                   | (40)                   | -                           | -                          | -                                       |
| Pension reserve                     | (6,836)                                   | -                    | (699)                  | -                           | 84                         | (7,451)                                 |
|                                     | <u>(6,826)</u>                            | <u>12,990</u>        | <u>(13,689)</u>        | <u>(10)</u>                 | <u>84</u>                  | <u>(7,451)</u>                          |
| <b>Restricted fixed asset funds</b> |   |                      |                        |                             |                            |   |
| Other capital grants                | 148                                       | 54                   | -                      | (58)                        | -                          | 144                                     |
| Condition Improvement Fund          | 412                                       | -                    | -                      | (232)                       | -                          | 180                                     |
| Fixed asset fund                    | 27,643                                    | -                    | (1,107)                | 290                         | -                          | 26,826                                  |
| Other capital donations             | 5   | -                    | -                      | -                           | -                          | 5                                       |
|                                     | <u>28,208</u>                             | <u>54</u>            | <u>(1,107)</u>         | <u>-</u>                    | <u>-</u>                   | <u>27,155</u>                           |
| <b>Total Restricted funds</b>       | <u>21,382</u>                             | <u>13,044</u>        | <u>(14,796)</u>        | <u>(10)</u>                 | <u>84</u>                  | <u>19,704</u>                           |
| <b>Total funds</b>                  | <u><u>22,164</u></u>                      | <u><u>13,993</u></u> | <u><u>(15,630)</u></u> | <u><u>-</u></u>             | <u><u>84</u></u>           | <u><u>20,611</u></u>                    |

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

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

The General Annual Grant represents funding received from the Education and Skills Funding Agency during the period in order to fund the continuing activities of the Academy Trust. Under the funding agreement with the secretary of State, the academy trust was not subject to limits on the amount of GAG that it could carry forward at 31 August 2020.

Pupil Premium Funding represents funding received from the Department for Education (DfE) to raise the attainment of disadvantaged pupils of all abilities.

Other DfE funding represents other forms of funding received from the Department for Education. This includes, but is not limited to, Rates Relief funding, Teacher Pay grants and Teacher Pension grants.

Local Authority Revenue funding represents various grant funding provided by Local Authorities.

Other restricted funds represent amounts given to the Academy Trust for specific revenue purpose.

The Teaching School represents the breakdown of income, expenditure and transfers between funds relating to the Teaching School operated through Didcot Girls' School.

The pension reserve fund separately identifies the pension deficit on the Local Government Pension Scheme, and through which all the movements on the pension scheme are recognised.

Other capital grants represent Devolved Formula Capital funding provided by the Department for Education, and other capital grants and donations provided by other funders, all of which are to be used for specific capital projects.

The Condition Improvement Fund represents funding provided by the Department for Education to be used for specific capital projects.

The Fixed Asset fund recognises the net book value of tangible and fixed assets transferred to the Academy Trust on conversion and additions since conversion.

Unrestricted funds represent other income to the Academy Trust which is not received as funding or with specific purpose.

**Total funds analysis by academy**

Fund balances at 31 August 2020 were allocated as follows:

|  | <b>2020</b>   | <b>2019</b>   |
|--|---------------|---------------|
|  | <b>£000</b>   | <b>£000</b>   |
| Didcot Girls' School                               | 441           | 251           |
| St Birinus School                                  | 313           | 403           |
| Sutton Courtenay Church of England Primary School  | 123           | 113           |
| Central services                                   | 30            | 25            |
|  | <hr/>         | <hr/>         |
| Total before fixed asset funds and pension reserve | 907           | 792           |
| Restricted fixed asset fund                        | 27,155        | 28,208        |
| Pension reserve                                    | (7,451)       | (6,836)       |
|  | <hr/>         | <hr/>         |
| <b>Total</b>                                       | <b>20,611</b> | <b>22,164</b> |
|  | <hr/> <hr/>   | <hr/> <hr/>   |

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

**Total cost analysis by academy**

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

|   | Teaching<br>and<br>educational<br>support<br>staff costs<br>£000 | Other<br>support<br>staff costs<br>£000 | Educational<br>supplies<br>£000 | Other costs<br>excluding<br>depreciation<br>£000 | Total<br>2020<br>£000 | Total<br>2019<br>£000 |
|---|--|---|---------------------------------|--|-----------------------|-----------------------|
| Didcot Girls'<br>School                                       | 5,304  | 857                                     | 503                             | 850  | 7,514                 | 7,064                 |
| St Birinus School   | 2,979  | 586                                     | 259                             | 913  | 4,737                 | 4,795                 |
| Sutton<br>Courtenay<br>Church of<br>England<br>Primary School | 662  | 108                                     | 48                              | 119  | 937                   | 376                   |
| Central services  | 239  | 551                                     | 26                              | 189  | 1,005                 | 923                   |
| <b>Academy Trust</b>  | <u>9,184</u>   | <u>2,102</u>                            | <u>836</u>                      | <u>2,071</u>                                     | <u>14,193</u>         | <u>13,158</u>         |

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

|                                     | Balance at<br>1<br>September<br>2018<br>£000 | Income<br>£000 | Expenditure<br>£000 | Transfers<br>in/out<br>£000 | Gains/<br>(Losses)<br>£000 | Balance at<br>31 August<br>2019<br>£000 |
|-------------------------------------|--|----------------|---------------------|-----------------------------|----------------------------|---|
| <b>Unrestricted<br/>funds</b>       |  |                |                     |                             |                            |   |
| General funds                       | 751  | 1,274          | (1,102)             | (141)                       | -                          | 782                                     |
| <b>Restricted<br/>general funds</b> |  |                |                     |                             |                            |   |
| General Annual<br>Grant             | -  | 11,070         | (11,202)            | 132                         | -                          | -                                       |
| Pupil Premium<br>funding            | -  | 350            | (350)               | -                           | -                          | -                                       |
| Early Years<br>Funding              | -  | 34             | (34)                | -                           | -                          | -                                       |
| MAT Growth<br>funding               | 17   | -              | (17)                | -                           | -                          | -                                       |
| Start Up grants                     | -  | 25             | (25)                | -                           | -                          | -                                       |

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

|   | Balance at<br>1<br>September<br>2018<br>£000 | Income<br>£000 | Expenditure<br>£000 | Transfers<br>in/out<br>£000 | Gains/<br>(Losses)<br>£000 | Balance at<br>31 August<br>2019<br>£000 |
|---|--|----------------|---------------------|-----------------------------|----------------------------|---|
| Other DfE<br>funding                          | -  | 223            | (223)               | -                           | -                          | -                                       |
| Local Authority<br>funding                    | -  | 106            | (106)               | -                           | -                          | -                                       |
| Other restricted<br>funds                     | 5  | 11             | (6)                 | -                           | -                          | 10                                      |
| Teaching School                               | 1  | 64             | (71)                | 6                           | -                          | -                                       |
| Pension reserve                               | (4,150)                                      | (310)          | (746)               | -                           | (1,630)                    | (6,836)                                 |
|   | <u>(4,127)</u>                               | <u>11,573</u>  | <u>(12,780)</u>     | <u>138</u>                  | <u>(1,630)</u>             | <u>(6,826)</u>                          |
| <b>Restricted fixed<br/>asset funds</b>       |  |                |                     |                             |                            |   |
| Devolved<br>formula capital                   | 67   | 173            | (22)                | (89)                        | -                          | 129                                     |
| Capital funds<br>transferred on<br>conversion | -  | 19             | -                   | -                           | -                          | 19                                      |
| Condition<br>Improvement<br>Fund              | 586  | 107            | -                   | (281)                       | -                          | 412                                     |
| Other capital<br>donations                    | -  | 2              | -                   | 3                           | -                          | 5                                       |
| Fixed asset fund                              | 28,353                                       | -              | (1,080)             | 370                         | -                          | 27,643                                  |
|   | <u>29,006</u>                                | <u>301</u>     | <u>(1,102)</u>      | <u>3</u>                    | <u>-</u>                   | <u>28,208</u>                           |
| <b>Total Restricted<br/>funds</b>             | <u>24,879</u>                                | <u>11,874</u>  | <u>(13,882)</u>     | <u>141</u>                  | <u>(1,630)</u>             | <u>21,382</u>                           |
| <b>Total funds</b>                            | <u>25,630</u>                                | <u>13,148</u>  | <u>(14,984)</u>     | <u>-</u>                    | <u>(1,630)</u>             | <u>22,164</u>                           |

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

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

|  | <b>Unrestricted<br/>funds<br/>2020<br/>£000</b> | <b>Restricted<br/>funds<br/>2020<br/>£000</b> | <b>Restricted<br/>fixed asset<br/>funds<br/>2020<br/>£000</b> | <b>Total<br/>funds<br/>2020<br/>£000</b> |
|--|---|---|---|--|
| Tangible fixed assets                  | -   | -   | 26,825  | 26,825                                   |
| Current assets                         | 907   | 813   | 330   | 2,050                                    |
| Creditors due within one year          | -   | (813)   | -   | (813)                                    |
| Provisions for liabilities and charges | -   | (7,451)                                       | -   | (7,451)                                  |
| <b>Total</b>                           | <u>907</u>                                      | <u>(7,451)</u>                                | <u>27,155</u>   | <u>20,611</u>                            |

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

|  | <b>Unrestricted<br/>funds<br/>2019<br/>£000</b> | <b>Restricted<br/>funds<br/>2019<br/>£000</b> | <b>Restricted<br/>fixed asset<br/>funds<br/>2019<br/>£000</b> | <b>Total<br/>funds<br/>2019<br/>£000</b> |
|--|---|---|---|--|
| Tangible fixed assets                  | -   | -   | 27,643  | 27,643                                   |
| Current assets                         | 782   | 1,064   | 565   | 2,411                                    |
| Creditors due within one year          | -   | (1,052)                                       | -   | (1,052)                                  |
| Provisions for liabilities and charges | -   | (6,836)                                       | -   | (6,836)                                  |
| <b>Total</b>                           | <u>782</u>                                      | <u>(6,824)</u>                                | <u>28,208</u>   | <u>22,166</u>                            |

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**20. Reconciliation of net expenditure to net cash flow from operating activities**

|   | <b>2020</b>  | <b>2019</b> |
|---|--------------|-------------|
|   | <b>£000</b>  | <b>£000</b> |
| Net expenditure for the period (as per Statement of financial activities) | (1,637)      | (1,836)     |
|   | <hr/>        | <hr/>       |
| <b>Adjustments for:</b>   |              |             |
| Cash transferred on conversion  | -            | (147)       |
| Depreciation  | 1,107        | 1,080       |
| Capital grants from DfE and other capital income                          | (54)         | (280)       |
| Interest receivable   | (8)          | (7)         |
| Defined benefit pension scheme obligation inherited                       | -            | 310         |
| Defined benefit pension scheme cost less contributions payable            | 570          | 621         |
| Defined benefit pension scheme finance cost                               | 129          | 125         |
| (Increase)/decrease in debtors  | (61)         | 147         |
| (Decrease)/increase in creditors  | (239)        | 201         |
|   | <hr/>        | <hr/>       |
| <b>Net cash (used in)/provided by operating activities</b>                | <b>(193)</b> | <b>214</b>  |
|   | <hr/> <hr/>  | <hr/> <hr/> |

**21. Cash flows from investing activities**

|  | <b>2020</b>  | <b>2019</b> |
|--|--------------|-------------|
|  | <b>£000</b>  | <b>£000</b> |
| Dividends, interest and rents from investments | 8            | 7           |
| Purchase of tangible fixed assets              | (289)        | (370)       |
| Capital grants from DfE Group                  | 54           | 280         |
|  | <hr/>        | <hr/>       |
| <b>Net cash used in investing activities</b>   | <b>(227)</b> | <b>(83)</b> |
|  | <hr/> <hr/>  | <hr/> <hr/> |

**22. Analysis of cash and cash equivalents**

|  | <b>2020</b>  | <b>2019</b>  |
|--|--------------|--------------|
|  | <b>£000</b>  | <b>£000</b>  |
| Cash in hand                           | 1,546        | 1,966        |
|  | <hr/>        | <hr/>        |
| <b>Total cash and cash equivalents</b> | <b>1,546</b> | <b>1,966</b> |
|  | <hr/> <hr/>  | <hr/> <hr/>  |

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

|                          | <b>At 1<br/>September<br/>2019<br/>£000</b> | <b>Cash flows<br/>£000</b> | <b>At 31<br/>August 2020<br/>£000</b> |
|--------------------------|---|----------------------------|---------------------------------------|
| Cash at bank and in hand | 1,966                                       | (420)                      | 1,546                                 |
|                          | 1,966                                       | (420)                      | 1,546                                 |
|                          | 1,966                                       | (420)                      | 1,546                                 |

**24. Capital commitments**

|  | <b>2020<br/>£000</b> | <b>2019<br/>£000</b> |
|--|----------------------|----------------------|
| <b>Contracted for but not provided in these financial statements</b> |                      |                      |
| Acquisition of tangible fixed assets                                 | 13                   | 191                  |
|  | 13                   | 191                  |

**25. Pension commitments**

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

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

Contributions amounting to £208,000 were payable to the schemes at 31 August 2020 (2019 - £168,000) and are included within creditors.

**Teachers' Pension Scheme**

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

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

**Valuation of the Teachers' Pension Scheme**

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

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**25. Pension commitments (continued)**

**Valuation of the Teachers' Pension Scheme (continued)**

The key elements of the valuation and subsequent consultation are:

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

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

The employer's pension costs paid to TPS in the year amounted to £1,405,000 (2019 - £925,000).

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

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

**Local Government Pension Scheme**

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2020 was £635,000 (2019 - £547,000), of which employer's contributions totalled £492,000 (2019 - £417,000) and employees' contributions totalled £ 143,000 (2019 - £130,000). The agreed contribution rates for future years are 21.5 per cent for employers and 5.5 to 12.5 per cent for employees.

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

**Principal actuarial assumptions**

|  | <b>2020</b> | <b>2019</b> |
|--|-------------|-------------|
|  | %           | %           |
| Rate of increase in salaries                       | 2.20        | 3.80        |
| Rate of increase for pensions in payment/inflation | 2.20        | 2.30        |
| Discount rate for scheme liabilities               | 1.70        | 1.80        |

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

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**25. Pension commitments (continued)**

|                             | <b>2020</b>  | <b>2019</b>  |
|-----------------------------|--------------|--------------|
|                             | <b>Years</b> | <b>Years</b> |
| <i>Retiring today</i>       |              |              |
| Males                       | 22.2         | 22.7         |
| Females                     | 24.3         | 24.3         |
| <i>Retiring in 20 years</i> |              |              |
| Males                       | 22.9         | 24           |
| Females                     | 25.6         | 25.7         |

**Sensitivity analysis**

Increase in the reported value of the defined benefit obligations:

|   | <b>2020</b> | <b>2019</b> |
|---|-------------|-------------|
|   | <b>£000</b> | <b>£000</b> |
| Discount rate -0.1%                             | 350         | 329         |
| CPI rate +0.1% (2019: not provided)             | 314         | -           |
| Salary increase rate +0.1% (2019: not provided) | 31          | -           |

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

|                                     | <b>2020</b>  | <b>2019</b>  |
|-------------------------------------|--------------|--------------|
|                                     | <b>£000</b>  | <b>£000</b>  |
| Equities                            | 5,355        | 5,041        |
| Gilts                               | 1,530        | 1,534        |
| Property                            | 459          | 438          |
| Cash and other liquid assets        | 306          | 292          |
| <b>Total market value of assets</b> | <b>7,650</b> | <b>7,305</b> |

The actual return on scheme assets was £(136,000) (2019 - £391,000).

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

|   | <b>2020</b>    | <b>2019</b>    |
|---|----------------|----------------|
|   | <b>£000</b>    | <b>£000</b>    |
| Current service cost  | (1,062)        | (795)          |
| Past service cost   | -              | (243)          |
| Interest income   | 136            | 179            |
| Interest cost   | (265)          | (304)          |
| <b>Total amount recognised in the Statement of Financial Activities</b> | <b>(1,191)</b> | <b>(1,163)</b> |

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**25. Pension commitments (continued)**

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

|   | <b>2020</b><br><b>£000</b> | <b>2019</b><br><b>£000</b> |
|---|----------------------------|----------------------------|
| <b>At 1 September</b>                   | 14,141                     | 10,136                     |
| Conversion of schools joining the Trust | -                          | 765                        |
| Current service cost                    | 1,062                      | 795                        |
| Interest cost                           | 265                        | 304                        |
| Employee contributions                  | 143                        | 130                        |
| Actuarial (gains)/losses                | (371)                      | 1,842                      |
| Benefits paid                           | (139)                      | (74)                       |
| Past service costs                      | -                          | 243                        |
|   | <u>15,101</u>              | <u>14,141</u>              |

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

|   | <b>2020</b><br><b>£000</b> | <b>2019</b><br><b>£000</b> |
|---|----------------------------|----------------------------|
| <b>At 1 September</b>                   | 7,305                      | 5,986                      |
| Conversion of schools joining the Trust | -                          | 455                        |
| Interest income                         | 136                        | 179                        |
| Actuarial (losses)/gains                | (287)                      | 212                        |
| Employer contributions                  | 492                        | 417                        |
| Employee contributions                  | 143                        | 130                        |
| Benefits paid                           | (139)                      | (74)                       |
|   | <u>7,650</u>               | <u>7,305</u>               |

**26. Operating lease commitments**

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

|  | <b>2020</b><br><b>£000</b> | <b>2019</b><br><b>£000</b> |
|--|----------------------------|----------------------------|
| Not later than 1 year                        | 27                         | 20                         |
| Later than 1 year and not later than 5 years | 60                         | 4                          |
|  | <u>87</u>                  | <u>24</u>                  |

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**27. Members' liability**

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

**28. Related party transactions**

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

The following related party transactions took place during the financial year:

The Academy Trust paid £910 (2019: £1,105) to Education Oxford for consultancy services relating to the training of the Academy Trust's senior leaders. Jill Judson, a Trustee of the Academy Trust, is the sole trader of Education Oxford. There are no amounts payable to Education Oxford at 31 August 2020 (2019: £Nil). In entering into this transaction, the Academy Trust has complied with the requirements of the Academies Financial Handbook 2019.

The Academy Trust paid £4,500 (2019: £Nil) to Northbourne CofE Primary School for consultancy services provided by Paul Shaughnessy. Paul Shaughnessy, a Trustee of the Academy Trust, is the Headteacher of Northbourne CofE Primary School. There are no amounts payable to Northbourne CofE Primary School at 31 August 2020 (2019: £Nil). In entering into this transaction, the Academy Trust has complied with the requirements of the Academies Financial Handbook 2019.

The Academy Trust paid £14,360 (2019: £Nil) to the Didcot Partnership Schools' Education Trust CIO in relation to the agreed contribution to the organisations costs for the year. The Oxford Diocesan Board of Education, a corporate Member of the Academy Trust, is also a Member of the Didcot Partnership Schools' Education Trust CIO. There are no amounts payable to the Didcot Partnership Schools' Education Trust CIO at 31 August 2020 (2019: £Nil). In entering into this transaction, the Academy Trust has complied with the requirements of the Academies Financial Handbook 2019.

The Academy Trust paid £794 (2019: £Nil) to the Oxford Diocesan Board of Education for educational and religious ethos support services in relation to Sutton Courtenay Church of England Primary School. The Oxford Diocesan Board of Education is a corporate Member of the Academy Trust. There are no amounts payable to the Oxford Diocesan Board of Education at 31 August 2020 (2019: £Nil). In entering into this transaction, the Academy Trust has complied with the requirements of the Academies Financial Handbook 2019.

**29. Agency arrangements**

The Academy Trust distributes 16-19 bursary funds to students as an agent for the ESFA. In the year ended 31 August 2020 the Trust received £13,000 (2019: £14,000) and disbursed £57,000 (2019 - £10,000) from the fund. An amount of £5,000 (2019 - £49,000) is carried forward at year end relating to undistributed funds that are ultimately repayable to the ESFA, and is included in creditors.

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**30. Teaching school trading account**

|   | <b>2020</b> | <b>2020</b>     | <b>2019</b> | <b>2019</b>     |
|---|-------------|-----------------|-------------|-----------------|
|   | <b>£000</b> | <b>£000</b>     | <b>£000</b> | <b>£000</b>     |
| <b>Income</b>   |             |                 |             |                 |
| <b>Direct income</b>                                  |             |                 |             |                 |
| National College Grants                               | 40          |                 | 50          |                 |
| Fundraising and other trading activities              | -           |                 | 14          |                 |
| <b>Total income</b>                                   |             | 40              |             | 64              |
| <b>Expenditure</b>                                    |             |                 |             |                 |
| <b>Direct expenditure</b>                             |             |                 |             |                 |
| Direct staff costs                                    | 34          |                 | 62          |                 |
| <b>Other expenditure</b>                              |             |                 |             |                 |
| Other staff costs                                     | -           |                 | 7           |                 |
| Other costs   | 6           |                 | 2           |                 |
| <b>Total other expenditure</b>                        | <u>6</u>    |                 | <u>9</u>    |                 |
| <b>Total expenditure</b>                              |             | 40              |             | 71              |
| <b>Transfers between funds excluding depreciation</b> |             | -               |             | 6               |
| <b>Surplus/(deficit) from all sources</b>             |             | <u>-</u>        |             | <u>(1)</u>      |
| <b>Teaching school balances at 1 September 2019</b>   |             | <u>-</u>        |             | <u>1</u>        |
| <b>Teaching school balances at 31 August 2020</b>     |             | <u><u>-</u></u> |             | <u><u>-</u></u> |