

REGISTERED COMPANY NUMBER: 07556117 (England and Wales)

Report of the Trustees and
Financial Statements For The Year Ended 31 August 2021
for
Northern Ambition Academies Trust

Allotts Business Services Ltd, Statutory Auditor
Chartered Accountants
The Old Grammar School
13 Moorgate Road
Rotherham
South Yorkshire
S60 2EN

Northern Ambition Academies Trust

Contents of the Financial Statements
For The Year Ended 31 August 2021

	Page
Reference and Administrative Details	1
Report of the Trustees	2 to 16
Governance Statement	17 to 20
Statement on Regularity, Propriety and Compliance	21
Trustees' Responsibility Statement	22
Report of the Independent Auditors	23 to 25
Independent Accountant's Report on Regularity	26
Statement of Financial Activities	27
Balance Sheet	28
Cash Flow Statement	29
Notes to the Cash Flow Statement	30
Notes to the Financial Statements	31 to 48

Northern Ambition Academies Trust

Reference and Administrative Details
For The Year Ended 31 August 2021

MEMBERS:	F Fisher (resigned 15.9.2020) A Clark R Sloan M Dixon
TRUSTEES	R A Hall (Chair) E Fairhurst (Accounting Officer) S Fox (appointed 23.9.2020) S Groves K S Guy E Hayden A Latham A J Nicholson (resigned 31.8.2021) N Wrightson (appointed 25.11.2020)
COMPANY SECRETARY	A Byard
SENIOR MANAGEMENT TEAM:	J Chapman-Kemp (Headteacher Oyster Park Primary Academy) K Robinson (Headteacher Airedale Junior School and Airedale Infant School, Director of School Improvement (Primary)) E Fairhurst (Chief Executive) J Richmond (Director of School Improvement (Secondary)) L Proctor (Principal Airedale Academy) A Byard (Director of Finance & Operations / CFO)
REGISTERED OFFICE	Crewe Road Airedale CASTLEFORD West Yorkshire WF10 3JU
REGISTERED COMPANY NUMBER	07556117 (England and Wales)
AUDITORS	Allotts Business Services Ltd, Statutory Auditor Chartered Accountants The Old Grammar School 13 Moorgate Road Rotherham South Yorkshire S60 2EN
SOLICITORS	Wrigleys Solicitors 19 Cookridge Street Leeds LS2 3AG
BANKERS	Lloyds TSB Plc Wakefield Westgate Branch PO Box 1000, BX1 1LT

Northern Ambition Academies Trust

Report of the Trustees **For The Year Ended 31 August 2021**

The Trustees present their annual report together with the financial statements and auditors' report of the charitable company for the period 1 September 2020 to 31 August 2021. The annual report serves the purposes of both a trustees' report and a directors' report under company law.

This has been a year of stability in terms of the size of the Trust, as no new schools have joined the Trust during this financial year. The Trust continues to comprise Airedale Academy (capacity 1250, NOR 1036 including sixth form), Airedale Infants School (capacity 180 plus 78 nursery places, NOR 177 plus 47 in nursery), Airedale Junior School (capacity 480 and NOR 423) and Oyster Park Primary Academy (capacity 420 plus 78 nursery places and NOR 344 plus 33 in nursery) - figures correct as at October 2021.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

Northern Ambition Academies Trust (the Trust) is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the Trust.

The Trustees of Northern Ambition Academies Trust are also the directors of the charitable company for the purposes of company law. The charitable company is known as Northern Ambition Academies Trust and operates four academies: Airedale Academy, Oyster Park Primary Academy, Airedale Infant School and Airedale Junior School.

Details of the trustees who served throughout the year are included in the Reference and Administrative Details on page 1.

Members' Liability

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

Trustees' Indemnities

The Trust does not purchase separate insurance for trustees' indemnities as it buys into the Risk Protection Arrangement offered by the Department for Education, which provides appropriate cover for the trustees' liabilities.

Method of Recruitment and Appointment or Election of Trustees

Members of the Trust may appoint up to nine Directors by any process as they may determine. There must be at least two parent directors unless there are Academy Councils which include at least two parent members. In addition, the Chief Executive Officer is an ex-officio director. The directors may appoint co-opted directors. The table below gives details of the directors, which group they belong to, who is entitled to elect them and where the details of their appointment can be found in the Articles of Association.

Type	Name	Number / proportion	Appointed / elected by	Section of Articles
Chief Executive	Mrs E Fairhurst	1	Directors. Ex-officio	46b, 57, 107
Directors	R Hall S Fox (From 23/09/2020) S Groves K Guy E Hayden A Latham A Nicholson (to 31/08/2021) N Wrightson (From 25/11/2020)	Up to 19	Directors or Members. Intended to have a balance of skills and experience appropriate to the needs of the Board at the time, as identified by skills audits and gaps analysis	47, 58
Staff Directors	Mrs E Fairhurst	CEO only	Directors or Members.	50B, 58
Parent Directors	None as parents are represented on each governing body.	At least two unless there are at least two parent governors on each Academy Council.	Directors	53-56

Northern Ambition Academies Trust

Report of the Trustees **For The Year Ended 31 August 2021**

The Trustees identify, through periodic audits of skills, where there are skills lacking on the Board of Trustees and seek nominations from suitably-qualified persons to fill any vacancies, and from time to time receive expressions of interest in joining the Board of Trustees, which are considered as and when vacancies arise. Priority in appointing individuals to the Board goes to those individuals with skills which are needed by the Trust, and to individuals with a link to the community of Airedale. Potential candidates for the role of trustee are interviewed by the Nominations Committee (comprising the Chief Executive and Chair of Trustees (or their representatives)), before attending a Board meeting as an observer. A recommendation is made to the trustees by the Nominations Committee regarding the appointment or otherwise of the potential trustee, and voted on by board members. Appointments are subject to satisfactory references and DBS clearance for the appointed trustee.

Trustees are subject to retirement by rotation every four years, except that this time limit shall not apply to the Chief Executive. Subject to remaining eligible to be a particular type of trustee, any trustee may be reappointed or re-elected.

Policies and Procedures Adopted for the Induction and Training of Trustees

The training and induction provided for new trustees will depend upon their existing experience, although all new trustees are required to complete a series of key modules of online training relating to academy governance provided by the NGA. Where necessary, induction will provide training on charity and educational, legal and financial matters. All trustees are offered the opportunity to visit the academies and to meet with staff and students to develop their knowledge of the phases of education being delivered within the Trust. All trustees are provided with copies of relevant policies, procedures, minutes, budgets, reports and other documents which they will need in order to discharge their responsibilities as directors and trustees.

Organisational Structure

Northern Ambition Academies Trust is a family of academies with a single shared vision, a single Board of Trustees and a single Scheme of Delegation. The Scheme of Delegation sets out the powers the Trust's committees (including Academy Councils) and executive officers may exercise on behalf of the trustees. In accordance with requirements this is published on the Trust's website www.northernambition.org.uk

Our model of governance is designed to reflect the overall responsibility of the Trust Board, the line management of Headteachers by education professionals, and the value of the local experience and understanding of Academy Councils in scrutinising the performance of their academy and its interaction with the local community.

The company has three layers of corporate governance which sit alongside two executive layers.

Corporate governance structures

Members

Members are the subscribers to the Memorandum of Association. They are the equivalent of shareholders of the company (although unlike shareholders they do not have rights of ownership of the company, or receive dividends or any other remuneration). Each member undertakes to contribute £10 to the liabilities of the company in the event of it being wound up.

Key responsibilities

- Establishing the purpose of the company
- Overseeing the achievement of the objectives of the company, acting as the 'conscience' and 'moral guardian' of the company's purpose and values
- Undertaking such legal duties reserved to members as are set out in the relevant legislation, such as changing the name of the company and amending the Articles
- Appointing other members and some of the Trustees
- Overseeing the performance of the Trustees
- Receiving and approving the company's financial accounts and annual report
- Appointing the auditors, based on the recommendation of the Risk and Audit Committee
- Committing to contribute a maximum of £10 to the debts of the company in the event of it being wound up
- Taking part in Annual General Meetings and any other General Meetings

Trust Board (sometimes called Board of Directors)

Trustees are responsible for the effective operation of the Trust and each academy. They have legal duties as company directors and charity trustees, and provide ongoing challenge and support to the executive team. The Board of Trustees is responsible for setting general policy, guiding the strategic direction of the Trust, adopting an annual plan and budget, monitoring the use of the Trust's resources, making major decisions about capital expenditure and changes to the Trust establishment, and participating in senior staff appointments.

Northern Ambition Academies Trust

Report of the Trustees **For The Year Ended 31 August 2021**

Committees of the Board

These committees are established by the Trust Board to support and advise the trustees on the work of the Trust and its academies. The Trust Board determines the remit of each of these committees, their membership and the powers it will delegate to them.

Risk and Audit Committee

The Risk and Audit Committee is a committee of the Board. It is the role of the Risk and Audit Committee to act on behalf of the Board to monitor the risks facing the Trust and ensure that appropriate strategies are put in place to eliminate or mitigate these risks.

Resources Committee

The Resources Committee is a committee of the Board. It is the role of the Resources Committee to act on behalf of the Board to ensure value for money, to make decisions about the administration of the financial, physical and human resources of the Trust within its delegated levels and to monitor the appropriate use of resources by the Chief Executive Officer and other staff within their delegated authorities.

School Performance Committee (established September 2021)

The School Performance Committee is a committee of the Board. It is the role of the School Performance Committee to act on behalf of the Board to provide challenge to the Trust leadership, primarily in respect of pupil performance, the quality of the school experience and execution of the School Development Plans (SDP).

Nominations Committee (as required)

The Nominations Committee is a committee of the Board. It is the role of the Nominations Committee to act on behalf of the Board to review the effectiveness of the Trust's governance, identify skills gaps or potential skills gaps in governance across the Trust and recruit or develop individuals to meet the needs of the Trust's structures.

Performance Management Committee (established September 2021)

The Performance Management Committee is a committee of the Board. It is the role of the Performance Management Committee to act on behalf of the Board to review the performance of the Chief Executive, set appropriate targets for performance and determine pay progression and remuneration.

Academy Councils

Academy Councils are committees of the Trust Board. It is the role of the Academy Council to support the translation of the Trust's vision and mission into their own school, to ensure their academy complies with all policies and procedures established by the Trust Board or where required by legislation, to support and strengthen their academy's leadership through robust challenge and to develop links with the local community and stakeholders of the school.

Executive structures

Trust Executive Team

This group comprises the senior executive officers of the Trust, led by the CEO, and is responsible for the operational management of the Trust and its schools, including monitoring performance and ensuring the Trust's strategy and policies are translated into action across the schools. The Chief Executive is responsible for the overall day-to-day operation of the Trust and the Chief Financial Officer has financial oversight of the Trust on a day-to-day basis.

Academy Leadership Team

This group is responsible for the day-to-day running of each individual academy within the Trust, within the parameters set out by the Executive Team. Senior leaders are responsible for authorising expenditure within agreed budgets and appointing staff within the existing establishment; appointments for Headteacher posts always include at least one member of the Board of Trustees.

Arrangements for setting pay and remuneration of key management personnel

In determining the pay of the Trust's headteachers, the Trust sets an Individual School Range (ISR) of seven points for the Headteacher within the range of salaries applicable to the Headteacher group of the school. The range is determined on the basis of the school size and circumstances. Changes in responsibilities and the positioning of other members of the Leadership Group on the pay spine may be taken into consideration.

On appointment a Headteacher will normally be placed at the minimum of the range but the relevant body in the scheme of delegation may consider placing the successful candidate on a higher point if their existing salary exceeds the minimum of the ISR. The Headteacher must demonstrate sustained high quality of performance, with particular regard to leadership and management and pupil progress at the school, and will be subject to a review of performance against performance objectives, before any progression through the range will be awarded.

Northern Ambition Academies Trust

Report of the Trustees For The Year Ended 31 August 2021

The relevant body may determine that payments in addition to the salary arising from the Headteacher's point on the ISR should be made in circumstances where:

- the school is a school causing concern;
- without such additional payment the Governing Body considers that the school would have substantial difficulty filling the vacant Headteacher post;
- without such additional payment the Governing Body considers the school would have substantial difficulty retaining the existing Headteacher; **or**
- the Headteacher is appointed as a temporary Headteacher of one or more additional schools.

This is provided that in each case that the relevant body has not previously taken such reason or circumstance into account when determining the ISR. However all discretionary payments made to a Headteacher in respect of any school year must not exceed 25% of the amount which corresponds to that individual's point on their ISR for that year

In setting the remuneration of the Trust's CEO, the Trust Board will set a seven-point ISR range with reference to that which would be applicable were all pupils within the Trust contained within a single school. The pay range is set to reflect the additional responsibilities of the role of CEO over and above that of a normal Headteacher. The CEO is subject to the same performance management and pay progression arrangements as headteachers within the Trust. The CEO's performance management is undertaken by a Performance Management Committee comprising the Chair of Trustees (or nominated representative) and plus at least one other Trustee, with professional advice provided by an external adviser with expertise in education.

Remuneration for the Director of School Improvement (Secondary) and Director of Finance and Operations is set with reference to other leadership posts in the Trust's schools by comparing the levels of responsibility attached to these posts with those of other school senior leaders and determining an appropriate five-point range on the Leadership pay spine. The top of the range for the Directors of School Improvement (Secondary) and Finance and Operations must be at least one point lower than the bottom of the range for the highest-paid Headteacher in the Trust.

Remuneration for the Director of School Improvement (Primary) is set with reference to the agreed ISR for the Headteacher post to which it is attached, with an increase to the range of one point to reflect the additional responsibilities within the role.

Trade Union Facility Time

Relevant union officials

Number of employees who were relevant union officials during the relevant period	Full-time equivalent employee number
3	1.95

Percentage of time spent on facility time

Percentage of time	Number of employees
0%	2
1% to 50%	0
51% to 99%	0
100%	1

Percentage of pay bill spent on facility time

Total cost of facility time	£15,366.63
Total pay bill	£9,813,202
Percentage of the total pay bill spent on facility time	0.16%

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours	0%
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Related Parties and other Connected Charities and Organisations

The Trust works with the two other maintained schools within the Airedale pyramid - Townville Infants' School and Fairburn View Primary School - as part of a collaborative partnership in the interests of all pupils within the locality. This involves developing shared policies and protocols where this is of benefit to schools within the pyramid.

Engagement with employees (including disabled persons)

Northern Ambition Academies Trust believes that everyone should be treated fairly and without prejudice. We believe that a non-discriminatory approach is beneficial to the working environment just as an inclusive approach is essential for the learning environment.

Northern Ambition Academies Trust

Report of the Trustees **For The Year Ended 31 August 2021**

As such, we believe that discrimination is unacceptable and recognise two fundamental principles:

- Each individual has the right to equality of opportunity, but this also brings with it the responsibility of each individual to respect those rights for others;
- The needs of one individual are not identical to those of another and we have a responsibility to both recognise the individual's needs and to respond positively to them.

Throughout our schools, regular briefings are held by the Principal/Headteacher for all staff to discuss day to day matters. Emails and staff notice boards are also used for communication. Relevant Trust policies are consulted on with staff and unions prior to approval. Surveys of employee engagement and attitudes are normally undertaken across the Trust at least annually. All staff are invited to regular meetings to provide updates on Trust matters and we have held a number of very successful joint INSET days across the Trust.

We recognise that the success of the Trust, our pupils and staff is reliant on everyone within our workforce, and in turn the effectiveness of our workforce is reliant on, amongst other elements, health and wellbeing at work. We recognise that when employees feel supported and valued they feel able to achieve more. As such, we have developed a Trust Mental Health and Wellbeing Charter. This Charter forms part of our HR strategy and sets out our approach and commitment to mental wellbeing. The Trust has committed to signing the Education Staff Wellbeing Charter that was implemented by the DfE at the end of May 2021. As part of the Trust action plan running alongside the Charter, we have recently launched our Wellbeing Ambassador initiative and look forward to working even more closely with staff on health and wellbeing matters.

During COVID-19 both the Trust and individual schools have kept in contact with staff through a range of mechanisms - letters, emails, telephone calls and virtual meetings when appropriate. In recognition of the likely impact on staff of the COVID-19 pandemic, the Trust commissioned a series of wellbeing sessions, delivered via Zoom, to enable staff to discuss and reflect on their experiences during the pandemic and their thoughts about returning to work. In addition, a survey of staff was commissioned by the Trust (undertaken by Edurio) to understand how staff felt about how the situation had been handled and what lessons could be learnt. Feedback from this was incredibly positive and, although some anxiety around COVID-19 still exists, staff felt well supported and safe at work. Our Wellbeing Ambassador initiative mentioned above will further support our work with staff on this.

The policy of the Trust is to support the recruitment and retention of students and employees with disabilities. Adaptations are made to methods of teaching and behaviour management to support those pupils with SEND.

During Trust recruitment processes, we ensure that our job adverts are accessible to all, stating clearly that we welcome applications from all sections of the community and demonstrate our equal opportunities policy. As part of our Equal Opportunities monitoring, when a disabled applicant applies for a role, we commit to making any adjustments necessary to allow them to apply for roles. These adjustments may involve using accessible interview locations and providing any other necessary aids, adaptations or equipment.

For members of staff who become disabled, our policy is to consider either reasonable adjustments to their current role or to seek alternative employment within the Trust, to ensure they remain in employment. Employees with disabilities are supported as appropriate to them, including adapting working patterns or providing specific equipment to support them in their work. Lifts, ramps and disabled toilets have been installed and the needs of disabled staff and students are taken into account in the design of new facilities, including the provision of adjustable workstations in specialist teaching areas where appropriate. During the COVID-19 pandemic, those staff with underlying health conditions were supported by the Trust to work from home where appropriate, or measures were put in place to enable them to return to work safely.

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

Our key stakeholders are our pupils, parents/carers, staff and local communities, who are at the heart of our purpose. We are focused on providing the best possible educational experience for our pupils, helping them to achieve their goals, and adding value within our local community. Other key stakeholders are the suppliers from whom we purchase goods and services, local and national government.

Pupils, parents and carers

Surveys with parents are undertaken periodically to assess their views of the organisation. Parental concerns and complaints are considered and addressed, with changes made to systems and processes where appropriate. Pupils are consulted via school councils. Academy Councils and their governors, along with some of the trustees, draw from parents with children at the Trust's schools, to ensure that these stakeholders' voices are heard at all levels within the Trust.

Suppliers

Engagement with our suppliers is limited beyond ensuring that we pay invoices from them in a timely way. However, we endeavour to use locally-based suppliers where possible and appropriate.

Northern Ambition Academies Trust

Report of the Trustees **For The Year Ended 31 August 2021**

Community

The Trust is at the heart of our local community, with large numbers of our employees living locally, and we are mindful of the impact of our operations on the local area. Members, trustees and governors are appointed with consideration to ensuring that the voice of the local community is represented within the organisation, along with that of employers for whom our pupils will form their future workforce. The Trust also supports a range of charitable and community activities, including fundraising for both national and local good causes.

Other Stakeholders

The trustees seek to make data available to other stakeholders as part of information provided about and by the Trust, including that required by statute on the Trust's website. We engage regularly with representatives of DfE, the RSC and other government bodies.

OBJECTIVES AND ACTIVITIES

Objects and Aims

The charitable object of the Trust is to advance for the public benefit education in the United Kingdom, by establishing, maintaining, managing and developing schools which provide high quality education to students from all backgrounds by offering a broad curriculum and fostering collaboration across the Trust family of schools, other schools and the wider community.

Northern Ambition Academies Trust is the legal entity responsible for the operation and governance of all academies within the Trust. The academies within the Trust are not legal entities in their own right - like maintained schools they do not have a legal personality. This means that all the assets and liabilities of each academy run by the Trust are owned by the Trust, all contracts are held and entered into by the Trust, and all staff at the constituent academies are employed by the Trust. However, each academy has its own identity within the Northern Ambition Academies Trust family and contributes uniquely to the success of the organisation.

As a Trust:

- We believe that every child, whatever their background or circumstances, should be given the opportunity to flourish, succeed and dream.
- We believe that our schools have a duty to contribute to the improvement of our local communities and wider society.
- We believe that all schools within our Trust, irrespective of their starting points, bring something valuable to contribute to our success and the achievement of our collective goals.
- We believe in the importance of working together in the best interests of the children in our communities.

Our vision is a world where all children and young people are given the opportunity to thrive, succeed and aspire.

Children are at the centre of what we do. We are an organisation where

- every pupil will be supported and challenged to reach their potential
- we aim to provide the best possible preparation for our pupils to contribute to society and live fulfilled lives
- we look for the best in everyone and our starting point is that everyone in our organisation wants to learn and to contribute positively to their school and wider society

Our mission is for every child to leave our schools equipped with the essential skills they need to contribute effectively to society and to become well-rounded, confident, happy adults. To do this we believe in the following values and try to keep these at the heart of what we do:

Ambition

- We aim high and don't put limits on ourselves or other people;
- We are relentless in assessing our performance and seeking to continuously improve;
- We make the most of the opportunities offered to us to help us achieve our goals.

Bravery

- We try new things and see mistakes as an opportunity to learn;
- We don't shy away from tough decisions or difficult situations;
- We don't give up if things are hard.

Respect

- We think about the impact of our actions on others in the choices we make;
- We value what makes us different and believe everyone has something to contribute;
- We encourage honest, open debate and listen to constructive feedback about how to make things better.

Northern Ambition Academies Trust

Report of the Trustees For The Year Ended 31 August 2021

Objectives, Strategies and Activities

The main overarching objectives for the Trust in 2020/21 were:

- To adapt and respond to a world with COVID-19 whilst maintaining our vision and values
- Ensure appropriate spending of the Recovery Premium through robust COVID-19 recovery plans in place across the Trust
- Ensure quality provision for Remote Learning in all schools.
- Improve the effectiveness of governance at all levels across the Trust

The main objectives for Airedale Academy in 2020/21 were:

- Ensure a robust process for Centre Assessed Grading for Y11 and KS5 students
- Ensure a robust COVID-19 recovery plan is in place across the school so that children can receive the appropriate support to continue to make good progress
- To implement the new curriculum
- To raise achievement of all students at all levels
- To improve further the quality of Teaching, Learning and Assessment
- To improve the behaviour, attendance and engagement of all learners
- To improve the quality of leadership at all levels

The main objectives for Oyster Park Primary Academy in 2020/21 were:

- Ensure a robust COVID-19 recovery plan is in place across the school so that children can receive the appropriate support to continue to make good progress
- To improve leadership, by embedding subject leadership in all non-core subjects
- To improve the curriculum, delivery and status of non-core subjects across the school
- To continue to improve personal development, attitudes and behaviours to engage learning and improve wider outcomes.
- To continue to provide high quality pastoral support and enhanced curriculum.
- To continue to improve the quality of education within EYFS so that outcomes are sustained.

The main priorities for Airedale Junior School in 2020/21 were:

- Ensure a robust COVID-19 recovery plan is in place across the school so that children can receive the appropriate support to continue to make good progress
- To further improve attainment by ensuring that all groups of pupils continue to make substantial and sustained progress
- To further refine the quality of teaching, learning and assessment.
- To further develop good and better attitudes to learning and behaviour
- To ensure outstanding leadership at all levels
- To ensure the quality of personal development, safety and welfare is 'Outstanding'.

The main priorities for Airedale Infants School in 2020/21 were:

- Ensure a robust COVID-19 recovery plan is in place across the school so that children can receive the appropriate support to continue to make good progress
- To further improve attainment by ensuring that all groups of pupils continue to make substantial and sustained progress
- To ensure the quality of behaviour and attitudes is 'Outstanding'
- To ensure the quality of personal development is 'Outstanding'.
- To further increase the % of children achieving GLD and ELD by the end of EYFS
- To further develop the quality of teaching and learning so that all lessons are consistently good or better
- To ensure leadership at all levels is at least good.

Public Benefit

In setting our objectives and planning our activities the trustees have carefully considered the Charity Commission's general guidance on public benefit. The principal public benefit delivered by the Trust is the provision of a high-quality education to students within the community of Airedale, in line with the articles of association. The direct beneficiaries of the Trust are the children and young people of Airedale, who benefit from the education provided through the Trust. The Trust's success in this endeavour is evidenced by Airedale Academy's most recent Ofsted judgement of 'good', the sustained 'good' judgement at Airedale Infant School and the improvements taking place at Oyster Park and Airedale Junior School, which have included an improved Ofsted judgement for both schools (Airedale Juniors now being a 'good' school).

The Trust also generates additional public benefit through promoting involvement and engagement in education, sports and the arts in the wider community, offering facilities for the use of local residents, providing a not-for-profit school meals service across its schools and creation of local employment in an area of high socio-economic deprivation.

Northern Ambition Academies Trust

Report of the Trustees **For The Year Ended 31 August 2021**

STRATEGIC REPORT

Achievement and performance

The academic year 2020-21 continued to be a challenging year for our Trust. We started the academic year in a strong position with robust strategic plans in place for all schools and a comprehensive plan for school improvement but were hit yet again with school closure in January 2021 due to a national surge in cases of COVID-19. All schools were in a strengthened position in terms of the provision of remote learning and were able to make a seamless transition to this, whilst also offering in-school education for key worker children and those pupils deemed vulnerable. The health and safety of our pupils and staff remained a priority at all times. Frequent contact, including home visits, was in place for our most vulnerable children and their families. Due to the cancellation of all examinations for summer 2021, a key priority for the Trust and Airedale Academy was to ensure the school had a robust process for awarding Centre Assessed Grades for GCSES and BTECs.

Trustees continue to plan strategically in order to establish the key priorities for the year and appropriate actions. Our Board and Academy Councils remain strong, and although essential trustee/governor training remains ongoing, we remain in a good position to grow as a Trust. As part of our commitment to ensuring effective governance, the Trust has commissioned a full review of governance for academic year 21/22 through the CST. Our communication with the RSC has been frequent throughout the pandemic, although their annual reviews of trusts have been postponed until 21/22.

Key Performance Indicators

Primary Phase

Oyster Park Primary Academy received a one-day inspection in March 2021 (virtually) then a monitoring visit in May 2021, where the Ofsted Lead confirmed that the Trust was taking effective action for the school to become a good school at its next full inspection. Leaders at the school have continued to drive the school forward to address identified priorities, even during the absence of the headteacher from February 2021 due to maternity leave, working alongside staff and external professionals.

Attendance from Sept 2020 for Reception-Y6 was 92.3%. This reflects the impact of large numbers of children isolating due to positive COVID cases in the home, which was similar to the national picture.

Outcomes for pupils at the end of the Early Years Foundation Stage (EYFS) for a Good Level of Development (GLD) was 55%, which is an 11% reduction from 64% in 2020. This is due to 94% of the cohort entering EYFS provision below age-related expectation and this cohort then missing a large proportion of their time in Nursery as well as a term in Reception due to the national lockdowns. A large proportion of the EYFS curriculum is about hands-on learning, adult modelling through play, use of vocabulary and questions which has not been possible because of the lack of engagement from many families with our remote learning offer. Baseline data on entry was moderated and verified with Airedale Infants' EYFS Team and the local authority.

Girls continue to out-perform boys in terms of achieving GLD by over 25% (16% 2020). Therefore, the progress of boys will continue to be a priority in EYFS in 2021-2022. There is an attainment gap of 32% (22% 2020) between disadvantaged pupils and non-disadvantaged pupils achieving GLD.

Provision continues to improve and prime learning is a key focus as well as speech, language & communication. The new EYFS framework is to be implemented from September 2021. This has been developed collaboratively by the Trust's EYFS team during 20-21 where they have planned to engage boys' interests and all the identified needs of the children in our community in order for them to learn more and remember more over time.

In terms of Year 1 Phonics Screening, 53% achieved the expected standard in phonics through in-house assessments in summer 2021. The actual outcomes from the Autumn term 2020 National testing which were submitted to the DFE/LA were 63%, which was a 7% reduction from 2019 (70% passed). This cohort (who are now Year 2 in Sept 2021) will sit the formal tests in late Autumn 2021 which will be submitted to the DFE/LA.

Attainment at the end of KS1 has decreased in all areas compared to 2020. The combined outcome was 47%, which is a 29% decrease from 2020. The percentage of the cohort achieving Age Related Expectations (ARE) in reading was 53% (78% in 2020), in writing 47% (78% 2020), and 57% in maths (80% 2020). However, the previous Year 2 cohort were very strong in EYFS and continued to make accelerated progress in KS1. The difference between boys and girls is 30%+ across all three subjects and needs to be a priority focus as this cohort moves through KS2 so gender gaps are narrowed, especially for disadvantaged boys.

Key Stage 2 outcomes have slightly increased in all subject areas from those achieved in 2020, even in a cohort with many complex needs. The percentage of pupils achieving the combined score at KS2 has increased to 48% from 43% in 2020. Outcomes in all three subject areas were 54% which is a 5% increase in reading, 3% increase in writing and 7% increase in maths from 2020. Differences in gender outcomes by the end of KS2 have widened in all subject areas, however: reading to 29%, writing to 29% and in maths to 13%.

Northern Ambition Academies Trust

Report of the Trustees For The Year Ended 31 August 2021

Differences in disadvantaged compared to non-disadvantaged outcomes by the end of KS2 have reduced massively to less than 5% in all three subjects.

Airedale Junior School's attendance from Sept 2020 was 93.9%. This reflects the impact of large numbers of children isolating due to positive COVID cases in the home, which was similar to the national picture.

The percentage of pupils achieving the combined score at KS2 has slightly decreased to 57% from 64% in 2020. Outcomes in reading were 69%, which is a 4% increase from 2020, writing decreased to 59% which is a reduction of 10% from 2020. Leaders feel that this is an impact of the national lockdown and remote learning where children have completed fewer longer pieces of writing which would have been timetabled and modelled in school. Stamina for writing has reduced significantly during both lockdowns. Age-related outcomes in maths were 71%, which is a further 3% improvement on 2020. Reading and maths increases reflect the CPD, coaching and mentoring work with staff in school over the past three years to address gaps using question level analysis from the last three years' SATS papers.

Differences in gender outcomes by the end of KS2 have reduced across all subject areas in 2021. Reading difference is 9% compared to 29% in 2020, writing to 9% from 29% in 2020 and in maths to 4% from 13% in 2020.

Differences in disadvantaged compared to non-disadvantaged outcomes by the end of KS2 have widened slightly in reading to 24% from 21% in 2020, slightly widened in writing to 29% from 23% in 2020 and narrowed in maths to 11% from 15% in 2020.

Airedale Infant School leaders have continued to drive the school forward addressing the priorities outlined in the Ofsted report from November 2019.

Attendance from Sept 2020 in Reception-Y2 was 93.5%. This reflects the impact of large numbers of children isolating due to positive COVID cases in the home, which was similar to the national picture.

In EYFS, 66% of pupils achieved a Good Level of Development (GLD) in 2021, which has slightly dipped by 4% from the previous two-year trend of 70%, which was the national outcome. This still demonstrates great progress over time as 86% of this cohort entered Nursery working below Age Related Expectations (ARE) across the GLD strands and have missed a large proportion of their time in Nursery as well as a term in Reception due to the national lockdown. As previously stated, a large proportion of the EYFS curriculum is about hands-on learning, adult modelling through play, use of vocabulary and questions which has not been possible due to lack of participation by many families in our remote learning offer. Baseline data on entry was moderated and verified with Oyster Park's EYFS Team and the local authority.

Girls continue to outperform boys in terms of GLD but the gender gaps have narrowed to less than 10% across all strands, which is very pleasing compared to previous years, although the progress of boys will continue to be a priority in EYFS in 2021-2022. However, the biggest focus needs to be on reducing the attainment gap between disadvantaged pupils and non-disadvantaged pupils as the current difference in achieving GLD for this particular cohort is almost 40%. (This is also a reflection of the small number of disadvantaged children in the cohort).

In terms of Year 1 Phonics Screening, 60% achieved the expected standard in phonics screening through in-house assessments in summer 2021. The actual outcome from the Autumn term 2020 National testing (submitted to the DFE/LA), was 86%, which was a 1% reduction from 2019 (87% passed).

This cohort (who are now Year 2 Sept 21) will sit the formal tests in late Autumn 2021, which will then be submitted to the DFE/LA.

At the end of KS1, 55% of Y2 children achieved the expected standard in reading, writing and maths combined. This is a 10% decrease on 2020, but is impacted by this being a small cohort of children. There has been an upwards trajectory from 2017 in combined outcomes and leaders feel this is the impact of national lockdown on our younger children who in Year 1 have a very interactive, modelled and hands-on approach to learning which children in our community need and which they have missed out on due to lockdowns. The percentage of the cohort achieving age related expectations has reduced in reading to 62% (71% in 2020), in writing to 55% (66% 2020) and to 64% in maths (71% 2020).

The difference between boys and girls and disadvantaged and non-disadvantaged children is less than 10% across all three subjects, which is a good step forward as the gaps have narrowed since EYFS both for gender and disadvantaged children.

Northern Ambition Academies Trust

Report of the Trustees **For The Year Ended 31 August 2021**

Secondary Phase - Airedale Academy

Airedale Academy has once again seen a significant improvement in its Progress 8 score from +0.16 in 2020 to +0.47 in 2021. This is as a result of improvements in the curriculum offer and a sharper focus on formative assessment and high-quality classroom delivery.

The Attainment 8 Score has also continued to improve from 42.85 in 2020 to 44.84 in 2021. Again, this continues to be attributable to the improvements made to the curriculum offer, as well as greater stability in staffing and improvements in the quality of leadership in certain subjects, particularly MFL.

Pleasingly, the percentage of pupils attaining a Grade 4+ and 5+ in English and Maths has improved, after remaining stable for the previous two academic years. Fifty-five percent of the Year 11 cohort achieved a Grade 4+ (Standard Pass) in both subjects in 2021, which is a 7% improvement from 2020. Additionally, 36% of the Year 11 cohort achieved a Grade 5+ (Strong Pass) in both subjects in 2021, compared to 29% achieving a Grade 5+ in 2020.

Twenty-nine percent of the cohort achieved the Standard Pass in the EBacc in 2020, an improvement of 12% when compared to the 17% of students achieving the EBacc Standard Pass in 2020. There continues to be an upward trend in the percentage of students achieving the EBacc Strong Pass from 14% in 2020 to 21% in 2021; this is attributable to strong leadership in MFL. Curriculum changes have been implemented to ensure this figure steadily climbs and that the right students are placed on the right pathways. EBacc subjects continue to be priority subjects within the Academy and will be subject to close monitoring by the Senior Leadership Team throughout 2021-2022, with a combination of frequent internal monitoring and Trust-funded external verification to ensure that curriculum content in the Humanities subjects enables improved attainment and progress.

The 6th Form continues to perform significantly above national expectations, with an average positive progress score across the three pathways of +0.47 being achieved and an average grade of a Distinction.

Attendance closed at 91% cumulative for the academic year of 2020-2021. This was 1.4% lower than the previous year. The reason for the decline can be attributed to COVID-19, although the decline in cumulative attendance at Airedale Academy is negligible when compared to a national decline in cumulative attendance of over 20%. Indeed, cumulative attendance within the academy of 91% compares favourably against a national cumulative attendance figure of 73.6% and a local Wakefield cumulative attendance figure of 67%. Despite Airedale Academy seeing a fall in attendance when compared to 2019-2020, given the figures seen by other schools nationally and locally, it appears the academy has dealt with attendance issues during the pandemic extremely well when compared to other schools. Indeed, the trend of being above national has continued into the start of 2021-2022, with the academy's figures being almost 2% higher than the current national average (90%) and 5% higher than the local average (87%).

It is once again challenging to compare the academic year of 2020-2021 to other standard academic years, due to the period of lockdown in the Spring term, as well as periods of low attendance due to self-isolation and bubble closures. However, the number of days lost to education as a result of Fixed Term Exclusions rose sharply, when compared to the last full academic year of 2018-2019, in which there were 459 days lost, compared to 590.5 days lost during the periods that the academy was open throughout 2020-2021. This increase can be attributed to the fact that the academy's internal exclusion facility was not available for much of the academic year as a result of COVID safety measures to avoid mixing bubbles. The 590.5 days lost relate to 445 incidents and 63 students. In addition, five permanent exclusions were made in 2020-2021; three as a result of cumulative fixed exclusions and two as a result of single incidents.

Going Concern

After making appropriate enquiries, the trustees have a reasonable expectation that the 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 Statement of Accounting Policies.

Promoting the success of the company

The trustees have acted in accordance with their duties codified in law, which include their duty to act in the way in which they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members, stakeholders and the matters set out in section 172(1) of the Companies Act 2006. The Charities Commission has issued guidance which explains that charitable companies should take "promoting the success of the company" to mean "promoting the success of the charity to achieve its charitable purposes."

Northern Ambition Academies Trust

Report of the Trustees **For The Year Ended 31 August 2021**

Northern Ambition Academies Trust is governed by its charitable objects. These charitable objects set out the purpose of the charity. The consequences of all decisions and activities of the charity are assessed by how they drive us towards achieving that long-term purpose, including by reference to the charity's strategy, vision and values. As an educational charity, we are accountable not only to our funders and direct beneficiaries (our pupils) but also our parents and wider community. These stakeholders support us, engage with us, and challenge us. They ensure that the decisions we make as a charity, from the ground level through to the Board, are for their benefit. We are a values driven organisation and our values mean that we are informed, shaped and powered by our determination to uphold our vision and values. Well-established involvement and consultation mechanisms, both direct (through parent and staff surveys) and indirect (through the involvement of parents and local people on our Academy Councils and Trust Board) ensure that decisions made by the trustees are informed by the needs of the organisation's stakeholders.

Long-term consequences of any decision

Trustees consider the consequences of any strategic decision in the long-term as part of their assessment. We aim to ensure that as an organisation we balance our income and expenditure to ensure that our organisation remains sustainable in the long term. This is balanced against the needs of our pupils, staff and other stakeholders, and the community, to ensure we are spending the funding we receive from the government in the most effective way to support our aims, and with integrity. This has included, for example, decisions relating to the long-term impact of changes to the curriculum on pupils at Airedale Academy to support them in achieving better outcomes at GCSE, or the short-term financial and HR impact of a planned restructure at Oyster Park which will give longer-term benefits.

The interests of the company's employees

Details of how the trustees consider the interests of the organisation's employees can be found in the section Engagement with employees within this report. An example of this has been regarding the restructure which has taken place this year at Oyster Park; consideration was given to the interests of the organisation's employees when the decision was taken to pause the restructure process during lockdown, as trustees were mindful that continuing with the restructure at this time could have had an adverse impact on the wellbeing of our employees.

The need to foster the company's business relationships with suppliers, customers and others

Details of how the trustees consider the interests of the organisation's other stakeholders can be found in the section Engagement with suppliers, customers and others in a business relationship with the Trust. The Trust continues to work to pay smaller suppliers on shorter credit periods, to support their cashflow. We also work closely with local companies where appropriate to support the local economy.

The impact of the company's operations on the community and the environment

Details of how the trustees consider the impact on the community can be found in the section Engagement with suppliers, customers and others in a business relationship with the Trust. Further information is also given in the section on Public Benefit.

The desirability of the company maintaining a reputation for high standards of business conduct

The Trust aims to conduct all its relationships with integrity and courtesy, and scrupulously to honour every business agreement. We subscribe to the principles of Ethical Leadership and are a Pathfinder Trust. The trustees have approved a number of policies that help to ensure the charity maintains high standards of business conduct; these include the Investment Policy, Anti-Fraud and Whistleblowing Policy, and Gifts and Hospitality Policy.

The need to act fairly as between members of the company.

All members of the Trust are treated fairly and equally, with the same access to information, the ability to directly contact trustees or the Executive, and being invited to participate in training or strategic development events; for example, all members have been kept up to date about the activities of the Trust during the COVID-19 pandemic and are routinely invited to participate in meetings and events.

All matters reserved for decision by the trustees are presented at board or committee meetings as appropriate. Trustees are briefed on any identified potential impacts and risks for our stakeholders and how they are to be managed. The trustees take these factors into account before making a final decision which together they believe is in the best interests of the Trust and its stakeholders.

Northern Ambition Academies Trust

Report of the Trustees For The Year Ended 31 August 2021

STRATEGIC REPORT

Financial review

The Trust held fund balances as at 31 August 2021 of £16,233K. This comprised £1,204K of unrestricted funds, £21,991K of restricted fixed asset funds and £3,476K of restricted general funds, set against a pensions reserve deficit of £10,438K.

The majority of the Trust's funding comes from the Department for Education (DfE) via 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 DfE and related expenditure are shown as restricted funds in the statement of financial activities.

During the year ending 31 August 2021, total expenditure (excluding depreciation and FRS102 adjustments, including assets purchased out of revenue funds) of £12,238K was covered by recurrent grant funding from the DfE plus income from other sources and reserves brought forward. The surplus of income over expenditure for the period (excluding restricted fixed asset funds and pension reserve) was £891K.

At 31 August 2021 the net book value of fixed assets was £21,401K. The value of fixed assets includes the value of those assets which were transferred by Wakefield MDC as part of the transfer agreement, which comprises the land and buildings for Airedale Academy and Oyster Park (which are occupied on a 125 year lease from the local authority at a peppercorn rent) plus the fixtures, fittings, furniture and equipment on the Academy site at the point of transfer. It also includes the land and buildings for Airedale Junior School and Airedale Infant School (occupied on a 125 year lease) plus the fixtures, fittings, furniture and equipment on the site at conversion. These assets have been used for the provision of education and associated support services to the pupils of the relevant academy. The significant level of fixed assets additions during the period was due to a combination of a successful bid by Airedale Academy for Condition Improvement Fund money, plus trust-wide investment in upgrades to facilities and IT, along with donations of IT equipment to support remote learning from both DfE and the local authority - the value of which has been recognised in the accounts.

The deficit in the Local Government Pension Scheme (LGPS) of £10,438K is recognised in the balance sheet as per the requirements of FRS102. The pension deficit is not expected to have any material impact on the financial viability of the organisation.

COVID-19 has had limited net financial impact on the Trust, although there has been a small adverse effect on the finances overall. Most of the adverse impact has been on the Trust's main trading activities - the provision of school meals and the operation of a community theatre. The theatre has remained closed during the period so has not generated any income; however, the Trust was able to furlough the Theatre Manager and benefit from CJRS funding during this period, which offset some of the adverse impact. The Trust has also seen income from school meals reduce this year compared to pre-COVID income - this has been due to the combination of national lockdowns (during which most pupils were not in school purchasing school meals), high levels of pupil absence outside lockdown due to COVID or self-isolation, and changes to the catering offer at Airedale Academy to allow this to be provided in a COVID-safe way (which reduced normal levels of choice and therefore take-up of school meals). However, this reduction in income has in part been offset by a reduction in expenditure, both within the trading activities (less food purchased for the school kitchens, no running costs for the theatre), and more generally across the schools (less face-to-face training, less travelling, reduced need for physical resources such as stationery).

The Trust has also benefited from government funding to support COVID recovery. As a Trust, we will build our catch-up/recovery and pupil premium strategy around three key strategic priorities:

1. Whole-school approaches: support the quality of teaching, such as staff professional development;
2. Targeted approaches: provide targeted academic support, such as tutoring targeted approaches; and
3. Wider strategies: tackle non-academic barriers to success in school, such as attendance, behaviour and social and emotional support

We will be adopting a strategic approach to deploying the funding, using the tiered approach and devolving all funding to schools who must plan within the approach using an agreed Trust template. We will ensure our strategy is balanced between longer-term sustainable approaches to supporting the quality of teaching through evidence-informed professional development and shorter-term targeted interventions like tuition.

Reserves Policy

The trustees consider it prudent that the Trust maintains sufficient reserves to meet unexpected expenditure and aims to hold a minimum level of reserves equivalent to one month's average GAG expenditure (in the region of £700K). The level and nature of these reserves is reviewed by the Board of Trustees at least annually.

Northern Ambition Academies Trust

Report of the Trustees **For The Year Ended 31 August 2021**

STRATEGIC REPORT

At 31 August 2021, Northern Ambition Academies Trust held total funds of £16,233k including £1,204K in unrestricted free reserves and £3,476K in restricted GAG reserves. This is above the minimum level set by the Trust by £3,980K. A significant proportion of the funding above the minimum level set by the Trustees is designated for capital expenditure in the next five years in line with renewal and refurbishment plans, and the remainder is being held in reserve to meet emerging needs during forthcoming academic years due to predicted changes in pupil numbers and to smooth out budget fluctuations anticipated as the effects of the new National Funding Formula become clear.

At 31 August 2021 the fixed asset fund of £21,991k includes £21,401k which can only be realised from the sale of fixed assets.

The £10,438k deficit on the pension scheme is not expected to have any material impact on the financial viability of the organisation in the short to medium term but would generally have a cashflow effect in the form of an increase in employer's pension contributions over a period of years.

Investment Policy

The trustees have adopted a cautious investment policy, the main principle of which is to safeguard the Trust's cash funds. In light of this approach, the Trust maintains substantial cash balances, the bulk of which is held on deposit in a high-interest savings accounts with necessary monthly running expenses held in a current account.

Principal Risks and Uncertainties

The trustees have assessed the major risks to which the Trust is exposed, in particular those relating to teaching, provision of facilities, financial and other operational areas of the academies.

Risk management is embedded in the day-to-day processes of the Trust. Systems or procedures have been established to manage risks, especially in relation to operational areas, and are regularly reviewed and updated. These include aspects such as vetting new staff and visitors, undertaking and updating risk assessments, and implementing a robust system of internal financial controls in order to minimise risk. Where significant financial risks still remain, the Trust has adequate insurance cover in place.

The key risks facing the Trust at present are:

- COVID-19 - the specific risks which continue to be associated with COVID-19, covering health and safety issues (keeping staff and pupils safe during the pandemic), staffing issues (sufficient staff to deliver the service), financial issues (loss of income due to reduced catering activity and temporary closure of theatre), technological issues (the ability to deliver learning and work remotely) and compliance issues (ensuring that adequate procedures to reduce risk are maintained during this period)
- Health and safety issues - a student, employee, visitor or volunteer is injured while on one of the academy sites
- Recruitment - someone unsuitable to work with children is recruited to a post within the Trust or one of the academies is unable to recruit to fill a crucial post
- Legal - the risk that various legislative requirements, including in relation to safeguarding, charity and company law are not complied with
- Reputational - the schools within the Trust do not achieve a rating of at least 'Good' under the Ofsted framework.
- Operational - too much attention is focused on the growth and development of the Trust's underperforming schools to the detriment of those schools currently deemed 'Good'.
- Operational - key staff are lost without effective succession planning being in place

The Trust has an ongoing process of identifying and addressing risks to the business and seeks to put appropriate measures in place as new risks are identified or existing risks are reassessed.

FUNDRAISING

The Trust carries out a limited amount of fundraising, mindful of the communities within which it operates. All fundraising is undertaken at individual school level and any funds raised remain within the school which raised them, unless explicitly raised for an external organisation such as the Royal British Legion, Macmillan, Comic Relief, Children in Need, and Brain Tumour Research (all of which have been supported during 2020/21). During the year fundraising activities included bake sales, non-uniform days and the sale in school of items associated with particular charities (including poppies and red noses). These were fewer in number than in previous years due to the impact of COVID-19.

In the circumstances when fundraising is undertaken, systems and controls are in place to separate and protect funds.

Northern Ambition Academies Trust

Report of the Trustees For The Year Ended 31 August 2021

The Trust is mindful of its responsibilities under the Charities (Protection and Social Investment) Act 2016 and legal rules, and ensures all activities are agreed and monitored at Senior Leadership Team level in compliance with relevant legal rules. Recognised standards are applied to ensure that fundraising is open, honest and respectful, protecting the public from undue pressure to donate. The Trust does not normally work with professional fundraisers or companies who carry out fundraising on its behalf.

Complaints are handled and monitored through the Trust's complaints procedure. During the year no complaints or issues have arisen as a result of the fundraising events

STREAMLINED ENERGY AND CARBON REPORTING

UK Greenhouse gas emissions and energy use data for the period 1 September 2020 to 31 August 2021	2019/20	2020/21
Energy consumption used to calculate emissions (kWh)	2,516,160	2,701,938
Energy consumption break down (kWh) (optional):		
- gas	1,596,856	1,714,043
- electricity	912,048	986,870
- transport fuel	7,256	1,025
Scope 1 emissions in metric tonnes CO ₂ e		
Gas consumption	293.61	313.94
Owned transport - mini-buses	0.89	0.19
Total Scope 1	294.51	314.14
Scope 2 emissions in metric tonnes CO ₂ e		
Purchased electricity	212.63	209.54
Scope 3 emissions in metric tonnes CO ₂ e		
Business travel in employee owned vehicles	0.83	0.05
Total gross emissions in metric tonnes CO ₂ e	507.97	523.73
Intensity ratio Tonnes CO ₂ e per pupil	0.24	0.25

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 2021 UK Government's Conversion Factors for Company Reporting.

Intensity measurement

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

Measures taken to improve energy efficiency

Energy usage overall was higher than in the previous year as there were fewer periods of complete shut down due to CV19 than in 2019/20; in addition, gas usage has increased considerably due to the need to attempt to maintain thermal comfort while having windows and doors open to improve ventilation. More staff have been working at home, which has reduced mileage costs as more remote meetings have taken place, and the school minibus has been used less because fewer activities outside school have taken place due to CV19. As an organisation we will look to continue to reduce mileage by holding meetings virtually where appropriate. We have also applied for funding from the Low Carbon Skills Fund to support us in the development of a decarbonisation strategy, which we will then be able to use to reduce our carbon impact further if successful.

PLANS FOR FUTURE PERIODS

The overarching objectives for the trust this year are to ensure:

- Strong and Effective Leadership (including governance)
- High Performing Staff
- The Quality of Education leads to exceptionally good progress in all phases
- Develop capacity for school improvement and growth.

Northern Ambition Academies Trust

Report of the Trustees
For The Year Ended 31 August 2021

The main priorities for driving school improvement across all Trust schools this year (2021/22) are:

- Ensure COVID-19 recovery plans in place across the Trust are appropriately targeted to ensure swift catch up of all pupils.
- To measure the impact of the Recovery Premium each half term to ensure progress for all.
- To measure impact of the curriculum at all phases using both internal and external sources.
- Make full use of the new NPQs to train and develop staff to enable them to deliver the curriculum effectively
- To diminish the difference between disadvantaged and non-disadvantaged groups by the end of KS4
- To improve KS2 reading outcomes especially that of pupil premium boys
- To improve KS1 writing outcomes especially that of pupil premium boys
- To improve boys' attainment in all Key Stages across the Trust.
- To further develop our collaborative working practices both within and outside of the Trust.

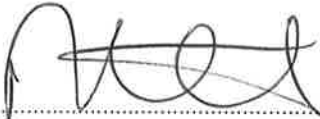
FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS

The Trust currently holds no funds on behalf of any other organisation.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each trustee has taken all the steps that they ought to have taken as a trustee in order to make them aware of any audit information and to establish that the charitable company's auditors are aware of that information.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 24/11/21 and signed on the board's behalf by:



R A Hall - Trustee

Northern Ambition Academies Trust

Governance Statement **For The Year Ended 31 August 2021**

Scope of Responsibility

As trustees, we acknowledge we have overall responsibility for ensuring that Northern Ambition Academies 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 of 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 the trustees has delegated the day-to-day responsibility to the Chief executive, as accounting officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between Northern Ambition Academies Trust and the Secretary of State for Education. They are also responsible for reporting to the board of trustees any material weaknesses or breakdowns in internal control.

Governance

The information on governance included here supplements that described in the Report of the Trustees and in the Trustees' Responsibilities Statement. The board of trustees has formally met 6 times during the year. Attendance during the year at meetings of the board of trustees was as follows:

Trustee	Meetings attended	Out of a possible
R Hall (Chair)	6	6
E Fairhurst (Accounting Officer)	6	6
Simon Fox (appointed 29/09/2020)	4	6
S Groves	6	6
K Guy	6	6
E Hayden	5	6
A Latham	6	6
A Nicholson (resigned 31/08/2021)	4	6
N Wrightson (appointed 02/10/2020)	6	6

Having reviewed governance across the organisation, the focus in 2020/21 has been the continuing development of effective communication and work plans between the Board and its committees, beginning to develop long term strategies for growth, and responding to the challenges of ensuring effective governance continues during the next phase of the COVID pandemic. In light of the changing demands of governance, the Trust felt it was an appropriate time to commission an external review of governance; this will be taking place during Autumn 2021.

Following the departure of a number of Trustees in 2018/19, the Trustees evaluated where the skills gaps within the organisation were and identified the skills and experience required from new trustees to complement that of the existing Board, with the majority of these trustees being formally appointed during 2020/21. The appointment of additional trustees has been achieved through a combination of engaging with local community networks and via Academy Ambassadors - with the resignation of a further trustee (who has agreed to maintain his links to the Trust as a member), we will work again with Academy Ambassadors to find an appropriate replacement once a review of the skills needed by the Trust for the next phase of its development has been completed. The Trust continues to work with Inspiring Governance to endeavour to fill remaining gaps on Academy Councils (with varying degrees of success), as well as conducting campaigns through social media, via individual schools and in the local community.

One of the key challenges for the Board this year has been ensuring effective governance still takes place during the pandemic, particularly while trustees are not able to meet face-to-face. This entailed a change in the way the trustees operate, with a move to virtual meetings at board and committee level. Now that the pandemic has moved into a different phase, we have reviewed the effectiveness of these ways of working and plan to continue with a hybrid model of meetings to maximise the benefits from both approaches. As an organisation we have continued to work on supporting governors and trustees to make more effective use of technology, including the development of Microsoft Teams sites for the distribution and storage of minutes, agendas and other key documents. This has also facilitated some collaborative virtual work by trustees on particular documents.

Northern Ambition Academies Trust

Governance Statement **For The Year Ended 31 August 2021**

Governance

The continued focus for 2021/22 will be on working with our trustees and governors to ensure that they have the skills and expertise to provide effective governance across the organisation. The Trust has facilitated access for all trustees and governors to the NGA's Learning Link materials, to support the development of knowledge and fill skills gaps, and routinely shares links to appropriate training opportunities with governors and trustees. Once the outcomes of the external review are known, we will act on these to further develop the skills of our trustees and governors.

Trustees receive regular overview reports providing data on the academic and financial performance of the schools and wider Trust. More detailed scrutiny of the data takes place at committee level, either within Academy Councils or at the Resources Committee. From September 2021, detailed scrutiny of educational data will take place within the School Performance Committee.

The Resources Committee is a subcommittee of the main Board of Trustees and met six times during the year. It is the role of the Resources Committee to act on behalf of the Board to ensure value for money, to make decisions about the administration of the financial, physical and human resources of the Trust within its delegated levels and to monitor the appropriate use of resources by the Chief Executive Officer and other staff within their delegated authorities. Attendance at the meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
R Hall	5	6
E Fairhurst	6	6
E Hayden (Chair from 01/09/21)	4	6
S Fox (Appointed 23/09/20)	1	3
A Nicholson (Chair to 31/08/21)	2	2
A Latham	4	4

The Risk and Audit Committee is a subcommittee of the main Board of Trustees and met three times during the year. It is the role of the Risk and Audit Committee to act on behalf of the Board to monitor the risks facing the Trust and ensure that appropriate strategies are put in place to eliminate or mitigate these risks. Attendance at the meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
S Groves	3	3
A Latham (Chair to 07/02/21)	2	3
N Wrightson (Appointed 25/11/20)	2	2
K Guy (Chair from 08/02/21)	2	2

The School Performance Committee is a new committee established from September 2021, so did not meet during this period.

The Nominations Committee is an ad hoc committee which meets as required.

Review of Value for Money

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

The accounting officer considers how the Trust's use of its resources has provided good value for money during each academic year, and, reports to the Board of Trustees where value for money can be improved, including the use of benchmarking data or by using a framework where appropriate.

The accounting officer has delivered improved value for money during the year in the following ways:

- Value for money has been obtained through several joint procurement exercises. Energy has been procured collectively to achieve economies of scale, and joint procurement of a new photocopier contract for Airedale Academy and Oyster Park has allowed the primary school to benefit from the purchasing power of the secondary school.
- Joint procurement also provided value for money in the purchase of Microsoft licences, where economies of scale meant the cost was reduced.
- A new cashless catering contract has been procured for Airedale Academy, allowing the school to invest in new hardware and software at a price lower than the previous annual maintenance cost.

During the year the Trust has had regard to PPN 02/20 and PPN 04/20. An appropriate decision-making process was followed when determining whether to provide support under this arrangement. There were no instances where the Trust paid suppliers under this arrangement, although in some

Northern Ambition Academies Trust

Governance Statement For The Year Ended 31 August 2021

The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of the Trust's 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 at Northern Ambition Academies Trust for the period 1 September 2020 to 31 August 2021 and up to the date of approval of the annual report and financial statements.

Capacity to Handle Risk

The Board of Trustees has reviewed the key risks to which the Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Trustees are 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 2020 to 31 August 2021 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees.

The 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 Board of Trustees;
- regular reviews by the Resources Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- setting targets to measure financial and other performance;
- clearly defined purchasing (asset purchase or capital investment) guidelines;
- delegation of authority and segregation of duties;
- identification and management of risks.

The Board of Trustees has considered the need for a specific internal audit function and has determined to seek internal audit support from external providers based on identified risks. The Trust was affected by the revised FRC Ethical Standard for Auditors and, following a tender process, appointed Wylie Bisset LLP to provide assurance on the effectiveness of internal financial control and the discharge of the Trust's financial responsibilities. The internal auditor's role includes giving advice on financial and other matters and performing a range of checks on the Trust's financial and other systems. In particular, the internal auditor has undertaken reviews into procurement across the Trust, identified as a potential risk due to the changes to processes necessitated by COVID-19 and lockdowns, and HR and Payroll processes (prompted by the move to new HR and payroll software during the period).

On a regular basis, the auditor reports to the board of trustees, through the audit and risk committee on the operation of the systems of control and on the discharge of the board of trustees' financial responsibilities, and annually prepares an annual summary report to the committee outlining the areas reviewed, key findings, recommendations and conclusions to help the committee consider actions and assess year on year progress.

The auditors made a number of recommendations following each audit rated as high, medium and low priority. Details of the numbers of recommendations at each level are shown below, along with a benchmark figure from other similar audits undertaken by the internal auditor for comparison.

Area	Trust vs Benchmark	Overall Conclusion	Number of Recommendations		
			High priority	Medium priority	Low priority
Procurement	Northern Ambition	Strong	-	-	1
	Benchmark		1	2	1
HR & Payroll	Northern Ambition	Substantial	-	2	3
	Benchmark		2	1	2

Recommendations are graded as follows:

- High - Major weakness that internal auditor consider needs to be brought to the attention of the Risk & Audit Committee and addressed by senior management of the Trust as a matter of urgency
- Medium - Significant issue or weakness which should be addressed by the Trust as soon as possible
- Low - Minor issue or weakness reported where management may wish to consider internal auditor recommendation

Northern Ambition Academies Trust

Governance Statement
For The Year Ended 31 August 2021

Recommendations from the internal auditor are addressed as follows:

- High Priority - within one month
- Medium Priority - within three months
- Low priority - within six months

As part of its risk management process, the Trust also commissioned a number of additional internal or external reviews, along with receiving a range of external assurances, which provide additional assurance to the Trustees, on matters both financial and non-financial, including:

- Audit of Trust websites took place during September 2020 to ensure all remain compliant with requirements.
- Airedale Academy received a telephone call from the HSE during September 2020 regarding COVID-19 preparations for reopening. The representative from HSE was happy with the arrangements put in place.
- Airedale Academy received an 'assurance visit' from Ofsted on 29 September 2020. This was not a full inspection but part of Ofsted's intention to look at how schools and colleges are getting pupils back up to speed after so long at home. The visit went well.
- External financial audit was undertaken during October and November 2020.
- Airedale Junior School received a visit from HSE late in the autumn term regarding COVID-19 measures and whether we were 'COVID secure'. The representative from HSE was happy with the arrangements put in place.
- Oyster Park received an 'assurance visit' from Ofsted on 2 March 2021. This was not a full inspection but part of Ofsted's intention to look at how schools and colleges are getting pupils back up to speed after so long at home. The visit went well.
- Oyster Park Ofsted Section 8 monitoring visit on 21 May 2021. The visit went well.
- B11 external review of English at Airedale Academy November 2020
- B11 external review of Science at Airedale Academy December 2020
- B11 external review of French at Airedale Academy in April 2021
- External audit of early reading at Oyster Park undertaken by Jerry Clay Lane National English Hub on 29 April 2021
- iP (Investors in Pupils Award for Schools) awarded to Airedale Juniors May 2021.
- B11 external review at Airedale Juniors June 2021
- External audit of early reading at Airedale Infants undertaken by Jerry Clay Lane National English Hub (November 20, June 21)
- Curriculum Reviews of History and Geography at Airedale Academy by Delta Trust - Summer 21
- WAS (Wellbeing Award for Schools) awarded to Airedale Academy July 2021

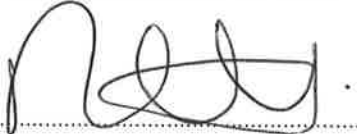
Review of Effectiveness

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

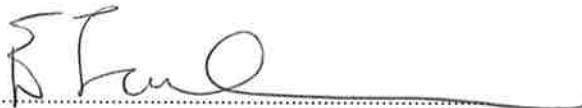
- the work of the internal auditor;
- the work of the external auditor;
- the school resource management self-assessment tool and the work of the Trust's own accredited SRMA
- the work of the executive managers within the Trust who have responsibility for the development and maintenance of the internal 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 address any weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the members of the board of trustees on 24/11/21 and signed on its behalf by:



R A Hall - Trustee



Mrs E Fairhurst - Accounting Officer

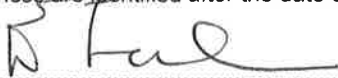
Northern Ambition Academies Trust

Statement on Regularity, Propriety and Compliance
For The Year Ended 31 August 2021

As accounting officer of Northern Ambition Academies Trust I have considered my responsibility to notify the charitable company board of trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the charitable company, under the funding agreement in place between the charitable company 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 2020.

I confirm that I and the charitable company board of trustees are able to identify any material irregular or improper use of funds by the charitable company, or material non-compliance with the terms and conditions of funding under the charitable company's funding agreement and the Academies Financial Handbook 2020.

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.



.....
Mrs E Fairhurst - Accounting Officer

Date: 24/11/21

Northern Ambition Academies Trust

Trustees' Responsibility Statement
For The Year Ended 31 August 2021

The trustees (who act as governors of Northern Ambition Academies Trust and are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with the Academies Accounts Direction issued 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 the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 to 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 the 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 26/11/21 and signed on its behalf by:



R A Hall - Trustee

Report of the Independent Auditors to the Members of Northern Ambition Academies Trust

Opinion

We have audited the financial statements of Northern Ambition Academies Trust (the 'charitable company') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (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 2020 to 2021 issued by the Education and Skills Funding Agency (ESFA).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Charities SORP 2019 and Academies Accounts Direction 2020 to 2021 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Other information includes the trustees' report (incorporating the strategic report and the directors' report), the governance statement, and the Accounting Officer's statement.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Report of the Independent Auditors to the Members of Northern Ambition Academies Trust

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Report of the Trustees.

We have nothing to report in respect of the following matters where 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.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management and review of correspondence to identify any instances of non-compliance with laws and regulations;
- Review of minutes of trustees' meetings.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business, reviewing accounting estimates for bias and reviewing management assumptions and judgements.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

**Report of the Independent Auditors to the Members of
Northern Ambition Academies Trust**

Use of our report

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



Mark Garrison BCom FCA DChA (Senior Statutory Auditor)
for and on behalf of Allotts Business Services Ltd, Statutory Auditor
Chartered Accountants
The Old Grammar School
13 Moorgate Road
Rotherham
South Yorkshire
S60 2EN

Date: 06/12/2021

**Independent Reporting Accountant's Assurance Report on Regularity to
Northern Ambition Academies Trust and the Education and Skills Funding Agency**

In accordance with the terms of our engagement letter dated 11 October 2021 and further to the requirements of the Education and Skills Funding Agency (ESFA), as included in the Academies Accounts Direction 2020 to 2021, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Northern Ambition Academies Trust during the period 1 September 2020 to 31 August 2021 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 Northern Ambition Academies Trust and the ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Northern Ambition Academies Trust and the ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Northern Ambition Academies Trust and the ESFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Northern Ambition Academies Trust's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of Northern Ambition Academies Trust's funding agreement with the Secretary of State for Education dated 21 March 2011 and the Academies Financial Handbook, extant from 1 September 2020, 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 2020 to 2021. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period 1 September 2020 to 31 August 2021 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 Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by the 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 charitable company's income and expenditure.

The work undertaken to draw to our conclusion includes:

- Enquiry of officers of the academy
- Review and testing of income and expenditure for compliance with the funding and other agreements, the Academies Financial Handbook and the academy's system of controls
- Examination of relevant documents
- Review of the activities carried out by the academy
- Review of the delegated authorities set out in the Academies Financial Handbook
- Review of governance arrangements in accordance with the Academies Financial Handbook

Conclusion

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 1 September 2020 to 31 August 2021 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



Reporting Accountant
Allotts Business Services Ltd
Chartered Accountants
Reporting Accountant
The Old Grammar School
13 Moorgate Road
Rotherham
South Yorkshire
S60 2EN

Date: 06/12/2021

Northern Ambition Academies Trust

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
For The Year Ended 31 August 2021

				2021	2020
	Notes	Unrestricted fund £'000	Restricted funds £'000	Fixed Asset Fund £'000	Total funds £'000
				Total funds £'000	Total funds £'000
INCOME AND ENDOWMENTS FROM					
Donations and capital grants	3	7	3	775	477
Charitable activities					
Funding for the academy's educational operations	4	140	12,846	-	12,986
Other trading activities	5	81	51	-	291
Investment income	6	1	-	-	11
Other income	7	-	-	-	(57)
Total		229	12,900	765	13,894
EXPENDITURE ON					
Raising funds	9	-	41	-	72
Charitable activities					
Academy's educational operations	10	203	12,929	1,008	13,365
Total		203	12,970	1,008	13,437
NET INCOME/(EXPENDITURE)		26	(70)	(243)	(287)
Transfers between funds	22	-	(157)	157	-
Other recognised gains/(losses)	23				
Actuarial gains/(losses) on defined benefit schemes		-	607	-	(2,645)
Net movement in funds		26	380	(86)	(3,299)
RECONCILIATION OF FUNDS					
Total funds brought forward		1,178	(7,342)	22,077	19,212
TOTAL FUNDS CARRIED FORWARD		<u>1,204</u>	<u>(6,962)</u>	<u>21,991</u>	<u>15,913</u>

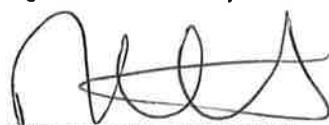
The notes form part of these financial statements

Northern Ambition Academies Trust (Registered number: 07556117)

Balance Sheet
31 August 2021

	Notes	2021 £'000	2020 £'000
FIXED ASSETS			
Tangible assets	15	<u>21,401</u>	<u>21,650</u>
CURRENT ASSETS			
Stocks	16	17	13
Debtors	17	978	802
Cash at bank and in hand		<u>4,903</u>	<u>3,981</u>
		5,898	4,796
CREDITORS			
Amounts falling due within one year	18	<u>(625)</u>	<u>(571)</u>
NET CURRENT ASSETS		<u>5,273</u>	<u>4,225</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		26,674	25,875
CREDITORS			
Amounts falling due after more than one year	19	(3)	(9)
PENSION LIABILITY	23	<u>(10,438)</u>	<u>(9,953)</u>
NET ASSETS		<u>16,233</u>	<u>15,913</u>
FUNDS	22		
Restricted funds:			
General Restricted fund		3,476	2,611
Fixed Asset Fund		21,991	22,077
Pension reserve		<u>(10,438)</u>	<u>(9,953)</u>
		<u>15,029</u>	<u>14,735</u>
Unrestricted funds:			
General fund		<u>1,204</u>	<u>1,178</u>
TOTAL FUNDS		<u>16,233</u>	<u>15,913</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 24/11/21 and were signed on its behalf by:



R A Hall - Trustee

The notes form part of these financial statements

Northern Ambition Academies Trust

Cash Flow Statement
For The Year Ended 31 August 2021

	Notes	2021 £'000	2020 £'000
Cash flows from operating activities			
Cash generated from operations	1	<u>1,047</u>	<u>65</u>
Net cash provided by operating activities		<u>1,047</u>	<u>65</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(759)	(340)
Capital grants from DfE/EFA		633	476
Interest received		<u>1</u>	<u>11</u>
Net cash (used in)/provided by investing activities		<u>(125)</u>	<u>147</u>
Change in cash and cash equivalents in the reporting period		922	212
Cash and cash equivalents at the beginning of the reporting period		<u>3,981</u>	<u>3,769</u>
Cash and cash equivalents at the end of the reporting period		<u>4,903</u>	<u>3,981</u>

The notes form part of these financial statements

Northern Ambition Academies Trust

Notes to the Cash Flow Statement
For The Year Ended 31 August 2021

1.	RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES	2021 £'000	2020 £'000
	Net expenditure for the reporting period (as per the Statement of Financial Activities)	(287)	(654)
	Adjustments for:		
	Depreciation charges	1,008	985
	Capital grants from DfE/ESFA	(633)	(476)
	Interest received	(1)	(11)
	Increase in stocks	(4)	-
	Increase in debtors	(176)	(140)
	Increase/(decrease) in creditors	48	(556)
	Difference between pension charge and cash contributions	<u>1,092</u>	<u>917</u>
	Net cash provided by operations	<u><u>1,047</u></u>	<u><u>65</u></u>
2.	ANALYSIS OF CHANGES IN NET FUNDS		
		At 1.9.20 £'000	Cash flow £'000
	Net cash		At 31.8.21 £'000
	Cash at bank and in hand	<u>3,981</u>	<u>922</u>
		<u>3,981</u>	<u>4,903</u>
	Total	<u><u>3,981</u></u>	<u><u>922</u></u>
			<u><u>4,903</u></u>

The notes form part of these financial statements

Northern Ambition Academies Trust

Notes to the Financial Statements For The Year Ended 31 August 2021

1. STATEMENT OF 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.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Academies Accounts Direction 2020 to 2021 issued by the ESFA, the Charities Act 2011 and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Northern Ambition Academies Trust meets the definition of a public benefit entity under FRS 102.

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 company to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of authorisation for issue of the financial statements and have concluded that the multi academy trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the multi academy trust's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received 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 period is deducted from income and recognised as a liability.

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

Donations

Donations are recognised on a receivable basis (where there are no performance related conditions), where it is probable that the income will be received and the amount can be measured reliably.

Other income

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

Donated fixed assets

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

Northern Ambition Academies Trust

Notes to the Financial Statements - continued
For The Year Ended 31 August 2021

2. ACCOUNTING POLICIES - continued

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

All resources expended are inclusive of irrecoverable VAT.

Raising funds

Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

Charitable activities

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

Tangible fixed assets

Assets costing £1,000 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. 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 such assets is charged to the restricted fixed asset fund in the Statement of Financial Activities so as to reduce the fund over the useful economic life of the related asset on a basis consistent with the academy trust's depreciation policy.

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

Long leasehold land	straight line over 125 years
Long leasehold buildings	2% straight line
Fixtures, fittings and equipment	10% straight line
ICT equipment	33% straight line

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

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.

Financial instruments

The academy trust only holds basic financial instruments as defined by FRS102. The financial assets and financial liabilities of the academy trust and their measurement basis are as follows:

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 17. 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 notes 18 and 19. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

Northern Ambition Academies Trust

Notes to the Financial Statements - continued **For The Year Ended 31 August 2021**

2. ACCOUNTING POLICIES - continued

Stocks

Unsold uniforms, other educational items for resale to students, theatre refreshments and frozen and tinned catering stocks are valued at the lower of cost or net realisable value.

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.

Fund accounting

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objectives 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 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 The Department for Education Group.

Pension costs and other post-retirement benefits

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 net income / (expenditure) are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

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

Liabilities

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

Provisions

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

Northern Ambition Academies Trust

Notes to the Financial Statements - continued
For The Year Ended 31 August 2021

2. ACCOUNTING POLICIES - continued

Provisions - cont

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.

Leased Assets

Rentals under operating leases are charged on a straight line basis over the lease term.

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in the Pension and Similar Obligations note, 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 2021. 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.

3. DONATIONS AND CAPITAL GRANTS

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
Grants	-	633	633	476
Donated fixed assets	-	132	132	-
Other donations	<u>7</u>	<u>3</u>	<u>10</u>	<u>1</u>
	<u>7</u>	<u>768</u>	<u>775</u>	<u>477</u>

Grants received, included in the above, are as follows:

	2021 £'000	2020 £'000
Capital Grants	<u>633</u>	<u>476</u>

Northern Ambition Academies Trust

Notes to the Financial Statements - continued
For The Year Ended 31 August 2021

4. FUNDING FOR THE ACADEMY'S EDUCATIONAL OPERATIONS

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
DfE/ESFA grants				
General Annual Grant(GAG)	-	10,415	10,415	9,544
Other DfE/EFSA grant				
Pupil Premium	-	906	906	918
Other DfE ESFA Grants	-	406	406	291
Pension grant	-	345	345	332
	<u>-</u>	<u>12,072</u>	<u>12,072</u>	<u>11,085</u>
Other Government grants				
Local authority grants	-	34	34	279
Special Educational Projects	-	195	195	192
Other Grants	-	305	305	81
	<u>-</u>	<u>534</u>	<u>534</u>	<u>552</u>
COVID 19 additional funding (DfE/ESFA)				
Catch up premium	-	157	157	-
Other DfE / ESFA COVID 19 funding	-	-	-	17
	<u>-</u>	<u>157</u>	<u>157</u>	<u>17</u>
COVID 19 additional funding (non DfE/ESFA)				
Coronavirus Job Retention Scheme	12	-	12	-
Other COVID 19 funding	-	28	28	17
	<u>12</u>	<u>28</u>	<u>40</u>	<u>17</u>
Other income from the academy's educational operations	<u>128</u>	<u>55</u>	<u>183</u>	<u>390</u>
	<u>140</u>	<u>12,846</u>	<u>12,986</u>	<u>12,061</u>

The academy trust received £157k of funding for catch up premium and £28k for mass testing. Costs in respect of this funding totalled £185k.

The academy trust furloughed its theatre manager under the governments' CJRS. The funding received of £12k relates to staff costs in respect of one staff member included within note 12 as appropriate.

5. OTHER TRADING ACTIVITIES

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
Hire of facilities	-	-	-	105
Staff cover insurance	-	-	-	15
Books, uniforms etc	-	2	2	3
Wages reimbursement	4	26	30	-
Sundry income	77	23	100	168
	<u>81</u>	<u>51</u>	<u>132</u>	<u>291</u>

Northern Ambition Academies Trust

Notes to the Financial Statements - continued
For The Year Ended 31 August 2021

6. INVESTMENT INCOME

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
Interest	<u>1</u>	<u>-</u>	<u>1</u>	<u>11</u>

7. OTHER INCOME

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
Insurance proceeds overestimated	<u>-</u>	<u>-</u>	<u>-</u>	<u>(57)</u>

8. EXPENDITURE

	Non-pay expenditure			2021	2020
	Staff costs £'000	Premises £'000	Other costs £'000	Total £'000	Total £'000
Raising funds					
Costs incurred by trading for a fundraising purpose					
Direct costs	40	-	1	41	72
Charitable activities					
Academy's educational operations					
Direct costs	7,604	802	670	9,076	8,764
Allocated support costs	<u>3,629</u>	<u>757</u>	<u>678</u>	<u>5,064</u>	<u>4,601</u>
	<u>11,273</u>	<u>1,559</u>	<u>1,349</u>	<u>14,181</u>	<u>13,437</u>

Net income/(expenditure) is stated after charging/(crediting):

	2021 £'000	2020 £'000
Auditors' remuneration	12	12
Other non-audit services	6	4
Depreciation - owned assets	1,008	985
Operating leases - Others	<u>40</u>	<u>53</u>

Northern Ambition Academies Trust

Notes to the Financial Statements - continued
For The Year Ended 31 August 2021

9. RAISING FUNDS

Costs incurred by trading for a fundraising purpose

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
Staff costs	-	40	40	64
Other costs	-	1	1	8
	<u>-</u>	<u>41</u>	<u>41</u>	<u>72</u>

10. CHARITABLE ACTIVITIES - ACADEMY'S EDUCATIONAL OPERATIONS

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
Direct costs	-	9,076	9,076	8,764
Support costs	203	4,861	5,064	4,601
	<u>203</u>	<u>13,937</u>	<u>14,140</u>	<u>13,365</u>

	2021 Total £'000	2020 Total £'000
Analysis of support costs		
Support staff costs	3,629	3,219
Technology costs	136	152
Premises costs	755	715
Depreciation	206	190
Other support costs	318	299
Governance costs	20	26
Total support costs	<u>5,064</u>	<u>4,601</u>

Following updated guidance from the ESFA regarding expenditure reporting, some costs have been reclassified from direct costs to support costs. The prior year numbers have also been reclassified.

11. TRUSTEES' REMUNERATION AND BENEFITS

One or more trustees has been paid remuneration or has received other benefits from employment with the academy trust.

The Chief Executive Officer and staff trustees only receive remuneration in respect of services they provide undertaking the roles of Chief Executive Officer and staff, and not in respect of their services as trustees. Other trustees did not receive any payments, other than expenses, from the academy in respect of their role as trustees. The value of trustees' remuneration was as follows:

E Fairhurst - (staff trustee)

Remuneration £100,000 - £105,000 (2020: £95,000 - £100,000)

Employer's pension contributions £20,000 - £25,000 (2020: £20,000 - £25,000)

Northern Ambition Academies Trust

Notes to the Financial Statements - continued
For The Year Ended 31 August 2021

11. TRUSTEES' REMUNERATION AND BENEFITS - continued

Trustees' expenses

During the year ended 31 August 2021, travel and subsistence expenses totalling £nil (2020 - £202) was reimbursed or paid directly to nil trustees (2020 - 1 trustee).

Other transactions

There were no related party transactions involving the trustees.

Legal authority for the payments is given by provision in the Articles of Association.

12. STAFF COSTS

	2021 £'000	2020 £'000
Wages and salaries	7,771	7,426
Social security costs	656	635
Operating costs of defined benefit pension schemes	<u>2,641</u>	<u>2,370</u>
	11,068	10,431
Agency staff costs	58	72
Staff restructuring costs	87	21
Other staff costs	<u>60</u>	<u>78</u>
	<u>11,273</u>	<u>10,602</u>

Included in staff restructuring costs are non-statutory/non-contractual severance payments totalling £9,500 (2020:£21,138). Individually the payments were £9,500 (2020: £12,638 and £8,500).

The average number of persons (including senior management team) employed by the charitable company during the year was as follows:

	2021	2020
Teachers and educational support staff	189	190
Administration and support	148	153
Management	<u>19</u>	<u>19</u>
	<u>356</u>	<u>362</u>

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

	2021	2020
£60,001 - £70,000	3	4
£70,001 - £80,000	3	2
£90,001 - £100,000	-	1
£100,000 - £110,000	<u>1</u>	<u>-</u>
	<u>7</u>	<u>7</u>

The key management personnel of the multi 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 £600,141 (2020: £593,870).

Northern Ambition Academies Trust

Notes to the Financial Statements - continued
For The Year Ended 31 August 2021

13. TRUSTEES' AND OFFICERS' INSURANCE

The charitable company 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.

14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £'000	Restricted funds £'000	Fixed Asset Fund £'000	Total funds £'000
INCOME AND ENDOWMENTS FROM				
Donations and capital grants	1	-	476	477
Charitable activities				
Funding for the academy's educational operations	274	11,787	-	12,061
Other trading activities	281	10	-	291
Investment income	11	-	-	11
Other income	-	-	(57)	(57)
Total	567	11,797	419	12,783
EXPENDITURE ON				
Raising funds	43	29	-	72
Charitable activities				
Academy's educational operations	418	11,962	985	13,365
Total	461	11,991	985	13,437
NET INCOME/(EXPENDITURE)	106	(194)	(566)	(654)
Transfers between funds	-	(127)	127	-
Other recognised gains/(losses)				
Actuarial gains/(losses) on defined benefit schemes	-	(2,645)	-	(2,645)
Net movement in funds	106	(2,966)	(439)	(3,299)
RECONCILIATION OF FUNDS				
Total funds brought forward	1,072	(4,376)	22,516	19,212
TOTAL FUNDS CARRIED FORWARD	<u>1,178</u>	<u>(7,342)</u>	<u>22,077</u>	<u>15,913</u>

Northern Ambition Academies Trust

Notes to the Financial Statements - continued
For The Year Ended 31 August 2021

15. TANGIBLE FIXED ASSETS				
	Leasehold land and buildings £'000	Furniture and fixtures £'000	Computer equipment £'000	Totals £'000
COST				
At 1 September 2020	26,925	1,023	955	28,903
Additions	<u>476</u>	<u>38</u>	<u>245</u>	<u>759</u>
At 31 August 2021	<u>27,401</u>	<u>1,061</u>	<u>1,200</u>	<u>29,662</u>
DEPRECIATION				
At 1 September 2020	5,805	578	870	7,253
Charge for year	<u>802</u>	<u>110</u>	<u>96</u>	<u>1,008</u>
At 31 August 2021	<u>6,607</u>	<u>688</u>	<u>966</u>	<u>8,261</u>
NET BOOK VALUE				
At 31 August 2021	<u>20,794</u>	<u>373</u>	<u>234</u>	<u>21,401</u>
At 31 August 2020	<u>21,120</u>	<u>445</u>	<u>85</u>	<u>21,650</u>
16. STOCKS			2021	2020
Stock			£'000	£'000
			<u>17</u>	<u>13</u>
17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR			2021	2020
Trade debtors			£'000	£'000
VAT recoverable			19	15
Prepayments and accrued income			73	42
			<u>886</u>	<u>745</u>
			<u>978</u>	<u>802</u>
18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR			2021	2020
Trade creditors			£'000	£'000
Taxation and social security			118	115
Other creditors			117	138
Accruals and deferred income			247	198
			<u>143</u>	<u>120</u>
			<u>625</u>	<u>571</u>
Deferred income			2021	2020
Deferred Income at 1 September 2020			£'000	£'000
Resources deferred in the year			59	106
Amounts released from previous years			80	59
			<u>(59)</u>	<u>(106)</u>
Deferred Income at 31 August 2021			<u>80</u>	<u>59</u>

This relates to amounts received prior to 31 August 2021 for periods spanning the year end recognised on a pro rata basis.

Northern Ambition Academies Trust

Notes to the Financial Statements - continued
For The Year Ended 31 August 2021

19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2021	2020
	£'000	£'000
Other creditors	<u>3</u>	<u>9</u>

Included within other creditors due within one year and after one year is a loan of £9,000 (2020: £15,000) from Salix provided interest free.

20. MEMBERS' LIABILITY

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

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted fund	Restricted funds	Fixed Asset Fund	2021 Total funds
	£'000	£'000	£'000	£'000
Fixed assets	-	-	21,401	21,401
Current assets	1,204	4,104	590	5,898
Current liabilities	-	(625)	-	(625)
Long term liabilities	-	(3)	-	(3)
Pension liability	-	(10,438)	-	(10,438)
	<u>1,204</u>	<u>(6,962)</u>	<u>21,991</u>	<u>16,233</u>

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

	Unrestricted fund	Restricted funds	Fixed Asset Fund	2020 Total funds
	£'000	£'000	£'000	£'000
Fixed assets	-	-	21,650	21,650
Current assets	1,178	3,170	448	4,796
Current liabilities	-	(550)	(21)	(571)
Long term liabilities	-	(9)	-	(9)
Pension liability	-	(9,953)	-	(9,953)
	<u>1,178</u>	<u>(7,342)</u>	<u>22,077</u>	<u>15,913</u>

Northern Ambition Academies Trust

Notes to the Financial Statements - continued
For The Year Ended 31 August 2021

22. MOVEMENT IN FUNDS

2021	Balance 01.09.20 £000	Incoming Resources £000	Resourced Expended £000	Gains, losses and transfers £000	Balance 31.08.21 £000
Restricted general funds					
General annual grant (GAG)	2,594	10,415	(9,376)	(157)	3,476
Pupil Premium	17	906	(923)	-	-
Pension grant	-	345	(345)	-	-
Covid grants	-	185	(185)	-	-
Other DfE / ESFA grants	-	406	(406)	-	-
Other grants	-	534	(534)	-	-
Other revenue	-	109	(109)	-	-
Restricted pension reserve	(9,953)	-	(1,092)	607	(10,438)
	<u>(7,342)</u>	<u>12,900</u>	<u>(12,970)</u>	<u>450</u>	<u>(6,962)</u>
Restricted fixed asset funds					
Assets transferred on conversion	16,387	-	(677)	-	15,710
Donated assets	191	132	(52)	-	271
DfE grants	3,495	633	(168)	-	3,960
Other capital expenditure	2,004	-	(111)	157	2,050
	<u>22,077</u>	<u>765</u>	<u>(1,008)</u>	<u>157</u>	<u>21,991</u>
Total restricted funds	<u>14,735</u>	<u>13,665</u>	<u>(13,978)</u>	<u>607</u>	<u>15,029</u>
Unrestricted funds	<u>1,178</u>	<u>229</u>	<u>(203)</u>	<u>-</u>	<u>1,204</u>
Total funds	<u>15,913</u>	<u>13,894</u>	<u>(14,181)</u>	<u>607</u>	<u>16,233</u>

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

The restricted general funds relate to grants receivable from the DfE, ESFA and other sources towards the operating activities of the Academy Trust. These include GAG, Pupil Premium, Early Years funding, SEN and other grants. Under the funding agreement with the Secretary of State, the Academy Trust was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2021.

The restricted fixed assets funds represent the net book values of donated fixed assets and assets purchased from DfE/ESFA/other government grants, which have to be held for the continuing use of the Academy Trust, together with any unspent capital funds.

The transfers out of GAG to restricted fixed asset funds relate to capital expenditure made in excess of funds received in the year.

Northern Ambition Academies Trust

Notes to the Financial Statements - continued
For The Year Ended 31 August 2021

22. MOVEMENT IN FUNDS - continued

2020	Balance 01.09.19 £000	Incoming Resources £000	Resourced Expended £000	Gains, losses and transfers £000	Balance 31.08.20 £000
Restricted general funds					
General annual grant (GAG)	1,988	9,544	(8,811)	(127)	2,594
Pupil Premium	-	918	(901)	-	17
Pension grant	-	332	(332)	-	-
Covid grants	-	17	(17)	-	-
Other DfE / ESFA grants	-	291	(291)	-	-
Other grants	19	569	(588)	-	-
Other revenue	7	126	(133)	-	-
Restricted pension reserve	(6,390)	-	(918)	(2,645)	(9,953)
	<u>(4,376)</u>	<u>11,797</u>	<u>(11,991)</u>	<u>(2,772)</u>	<u>(7,342)</u>
Restricted fixed asset funds					
Assets transferred on conversion	17,097	-	(710)	-	16,387
Donated assets	191	-	-	-	191
DfE grants	3,242	419	(166)	-	3,495
Other capital expenditure	1,986	-	(109)	127	2,004
	<u>22,516</u>	<u>419</u>	<u>(985)</u>	<u>127</u>	<u>22,077</u>
Total restricted funds	<u>18,140</u>	<u>12,216</u>	<u>(12,976)</u>	<u>(2,645)</u>	<u>14,735</u>
Unrestricted funds	<u>1,072</u>	<u>567</u>	<u>(461)</u>	<u>-</u>	<u>1,178</u>
Total funds	<u>19,212</u>	<u>12,783</u>	<u>(13,437)</u>	<u>(2,645)</u>	<u>15,913</u>

Fund balances at 31 August 2021 were allocated as follows:

	2021 £000	2020 £000
Airedale Academy	2,410	1,941
Airedale Infants Academy	500	392
Airedale Juniors Academy	893	576
Castleford Oyster Park Primary Academy	661	693
Central Services	216	187
	<u>4,680</u>	<u>3,789</u>
Total before fixed assets and pension reserve	4,680	3,789
Restricted fixed asset fund	21,991	22,077
Pension reserve	(10,438)	(9,953)
	<u>16,233</u>	<u>15,913</u>

Analysis of academies by cost

	Teaching & Educational Support Staff £000	Other Support staff £000	Educational Supplies £000	Other Costs (excluding depreciation) £000	2021 Total £000	2020 Total £000
Airedale Academy	3,980	1,493	89	953	6,515	6,181
Airedale Infants Academy	618	131	23	88	860	895
Airedale Juniors Academy	1,458	282	23	238	2,001	1,906
Castleford Oyster Park Primary Academy	1,465	268	53	296	2,082	2,036
Central Services	83	1,495	5	132	1,715	1,433
	<u>7,604</u>	<u>3,669</u>	<u>193</u>	<u>1,707</u>	<u>13,173</u>	<u>12,451</u>
Academy Trust	7,604	3,669	193	1,707	13,173	12,451

Northern Ambition Academies Trust

Notes to the Financial Statements - continued
For The Year Ended 31 August 2021

23. PENSION AND SIMILAR OBLIGATIONS

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 West Yorkshire Pension Fund. 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 £180,939 were payable to the schemes at 31 August 2021 (2020: £169,637) 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 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. 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. The assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

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

The employer's pension costs paid to TPS in the period amounted to £1,061,548 (2020 - £1,009,233).

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

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The charity has accounted for its contributions to the scheme as if it were a defined contribution scheme. The charity 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 2021 was £701,000 (2020: £623,000), of which employer's contributions totalled £529,000 (2020: 457,000) and employees' contributions totalled £172,000 (2020: £166,000). The agreed contribution rates for future years are 15.8 per cent for employers and between 5.5 and 11.4 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.

Northern Ambition Academies Trust

Notes to the Financial Statements - continued
For The Year Ended 31 August 2021

23. PENSION AND SIMILAR OBLIGATIONS - continued

The amounts recognised in the Balance Sheet are as follows:

	Defined benefit pension plans	
	2021	2020
	£'000	£'000
Present value of funded obligations	(23,159)	(19,889)
Fair value of plan assets	<u>12,721</u>	<u>9,936</u>
	(10,438)	(9,953)
Present value of unfunded obligations	<u>-</u>	<u>-</u>
Deficit	<u>(10,438)</u>	<u>(9,953)</u>
Net liability	<u>(10,438)</u>	<u>(9,953)</u>

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

	Defined benefit pension plans	
	2021	2020
	£'000	£'000
Current service cost	1,416	1,258
Net interest cost	165	117
Past service cost	-	-
Curtailement cost	<u>40</u>	<u>-</u>
	<u>1,621</u>	<u>1,375</u>
Actual return on plan assets	<u>2,335</u>	<u>(253)</u>

Changes in the present value of the defined benefit obligation are as follows:

	Defined benefit pension plans	
	2021	2020
	£'000	£'000
Opening at 1 September	19,889	16,315
Current service cost	1,416	1,258
Employee contributions	172	166
Interest cost	338	308
Actuarial (gain) / loss	1,555	2,201
Benefits paid	(251)	(359)
Curtailements and settlements	<u>40</u>	<u>-</u>
	<u>23,159</u>	<u>19,889</u>

Northern Ambition Academies Trust

Notes to the Financial Statements - continued
For The Year Ended 31 August 2021

23. PENSION AND SIMILAR OBLIGATIONS - continued

Changes in the fair value of scheme assets are as follows:

	Defined benefit pension plans	
	2021	2020
	£'000	£'000
Opening at 1 September	9,936	9,925
Employer contributions	529	457
Employee contributions	172	166
Interest on assets	173	191
Actuarial gain / (loss)	2,162	(444)
Benefits paid	(251)	(359)
	<u>12,721</u>	<u>9,936</u>

The amounts recognised in other recognised gains and losses are as follows:

	Defined benefit pension plans	
	2021	2020
	£'000	£'000
Actuarial gains/(losses)	<u>607</u>	<u>(2,645)</u>
	<u>607</u>	<u>(2,645)</u>

The major categories of scheme assets as amounts of total scheme assets are as follows:

	Defined benefit pension plans	
	2021	2020
	£'000	£'000
Equities	10,202	7,730
Property	483	427
Government Bonds	1,018	964
Other Bonds	560	497
Cash	280	169
Other	178	149
	<u>12,721</u>	<u>9,936</u>

Principal actuarial assumptions at the Balance Sheet date (expressed as weighted averages):

	2021	2020
Rate of increase in salaries	3.85%	3.55%
Discount rate for scheme liabilities	1.70%	1.70%
Inflation assumption (CPI)	2.60%	2.30%
Rate of increase in pensions	2.60%	2.30%
Rate of revaluation of pension accounts	2.60%	2.30%

Northern Ambition Academies Trust

Notes to the Financial Statements - continued
For The Year Ended 31 August 2021

23. PENSION AND SIMILAR OBLIGATIONS - continued

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

	2021	2020
Retiring today		
Males	21.9	21.8
Females	24.7	24.6
Retiring in 20 years		
Males	22.6	22.5
Females	25.8	25.7
Sensitivity analysis		
	2021	2020
	£'000	£'000
Discount rate +0.1%	556	477
Discount rate -0.1%	556	477
Mortality assumption - 1 year increase	880	716
Mortality assumption - 1 year decrease	880	736
CPI rate +0.1%	93	80
CPI rate -0.1%	93	80

The estimated value of employer contributions for the year ended 31 August 2022 is £530,000.

24. CAPITAL COMMITMENTS

	2021	2020
	£'000	£'000
Contracted but not provided for in the financial statements	<u>182</u>	<u>512</u>

25. LONG-TERM COMMITMENTS, INCLUDING OPERATING LEASES

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2021	2020
	£'000	£'000
Within one year	28	36
Between one and five years	<u>45</u>	<u>9</u>
	<u>73</u>	<u>45</u>

Northern Ambition Academies Trust

Notes to the Financial Statements - continued For The Year Ended 31 August 2021

26. RELATED PARTY DISCLOSURES

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 (other than noted below) are conducted in accordance with the requirements of the AFH, 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 in the financial period.

Expenditure Related Party Transactions

C Berriman, aunt of A Byard, a member of the trust senior leadership team, is employed by the academy trust as a finance assistant. C Berriman's appointment, which pre-dates that of A Byard, was made in open competition and A Byard was not involved in the decision making process regarding appointment. C Berriman is paid within the normal pay scale for her role and received no special treatment as a result her relationship to a member of the senior leadership team.

B Holder, uncle of A Byard, a member of the trust senior leadership team, is employed by the academy trust as behaviour manager. B Holder's appointment, which pre-dates that of A Byard, was made in open competition and A Byard was not involved in the decision making process regarding appointment. B Holder is paid within the normal pay scale for his role and received no special treatment as a result of his relationship to a member of the senior leadership team.

J Hall, spouse of R Hall, chair of trustees, is employed by the academy trust as a teacher and SENCo. J Hall's appointment was made in open competition and R Hall was not involved in the decision making process regarding appointment. J Hall is paid within the normal pay scale for her role and received no special treatment as a result of her relationship to a trustee.

S Kemp, spouse of J Chapman-Kemp, a member of the trust senior leadership team, is employed by the academy trust as a teacher of maths. S Kemp's appointment was made in open competition and J Chapman-Kemp was not involved in the decision making process regarding appointment. S Kemp is paid within the normal pay scale for his role and received no special treatment as a result of his relationship to a trustee.

The academy trust purchased stationery equipment from M Dixon, a member of Northern Ambition Academies Trust, totalling £88 (2020: £nil) during the period. There were no amounts outstanding at 31 August 2021 (2020: £nil). The transaction was notified to the ESFA after incurring the cost.

27. CENTRAL SERVICES

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

- Human Resources
- Financial Resources
- Accountancy services
- Recruitment and Contracts services
- Payroll services
- Other services as arising

The trust charges for these services on the following basis:

- a flat 5% of GAG funding per academy (2020: 4.5% of ESG funding)
- the academies' share of any cost savings brought about by being able to negotiate as a trust

The amounts charged during the year were as follows:

	2021 £'000	2020 £'000
Airedale Academy	167	222
Oyster Park Primary Academy	48	69
Airedale Infants Academy	21	27
Airedale Juniors Academy	56	76
	<u>292</u>	<u>394</u>