

Company Registration No. 07523436 (England and Wales)

Windsor  
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**WINDSOR ACADEMY TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

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







# WINDSOR ACADEMY TRUST

## TRUSTEES' REPORT

FOR THE YEAR ENDED 31 AUGUST 2020

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

Windsor Academy Trust ("academy trust") operates five Primary Academies and four Secondary Academies. Its nine academies had a roll of 6,303 pupils in the school census in October 2019.

### Structure, governance and management

#### Constitution

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

The trustees of the academy trust are also the directors of the charitable company for the purposes of company

# WINDSOR ACADEMY TRUST

## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

Each academy has a leadership team in place for the day-to-day management of the schools within the academy.

[REDACTED]

[REDACTED]

[REDACTED]

trust. As a group the leadership teams are responsible for the authorisation of spending within agreed budgets and the appointment of staff. The leadership team always contains a Trustee/ AB member. Some spending controls

[REDACTED]

# WINDSOR ACADEMY TRUST

## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

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

The academy trust is aware of its obligations under The Companies Act 2006 (the "Act") to disclose information about its engagement with suppliers, customers and others in a business relationship with the academy trust.

# WINDSOR ACADEMY TRUST

## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

4. **MAT Growth and Partnerships:** To grow local learning communities and partnerships that provide

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

5. **Sustainable Finance and Infrastructure:** To have strong and sustainable finance in place to

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



# WINDSOR ACADEMY TRUST

## TRUSTEES' REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 AUGUST 2020**

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### Achievements and Performance

#### **1. Unlocking Personal Potential**

Throughout the 2019/2020 academic year, WAT has continued to ensure that student's personal potential has been

[REDACTED]

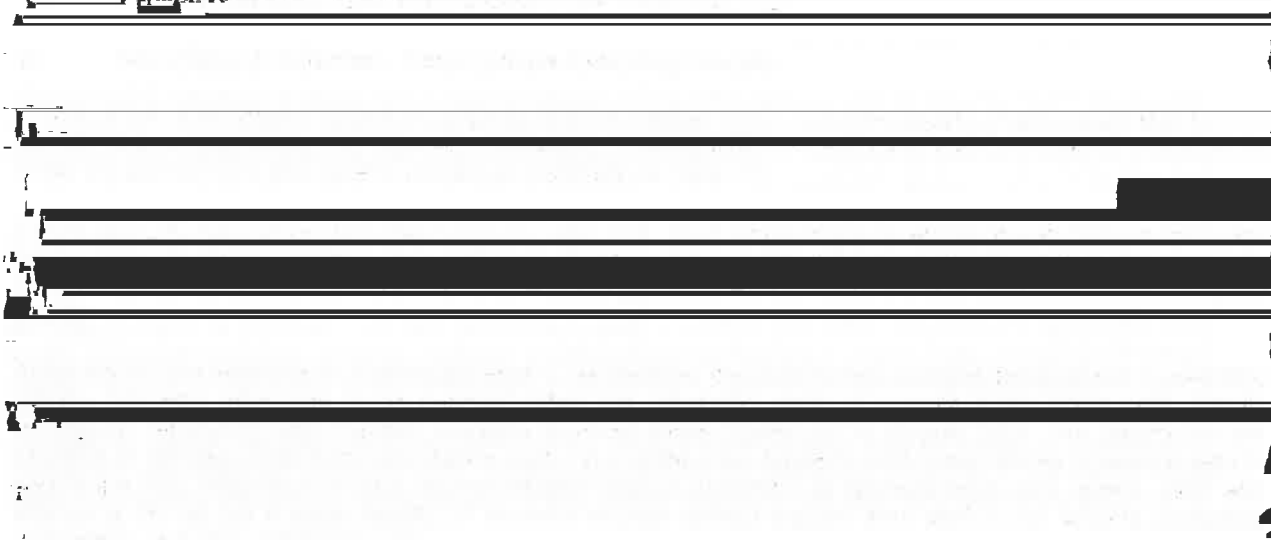
# WINDSOR ACADEMY TRUST

## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

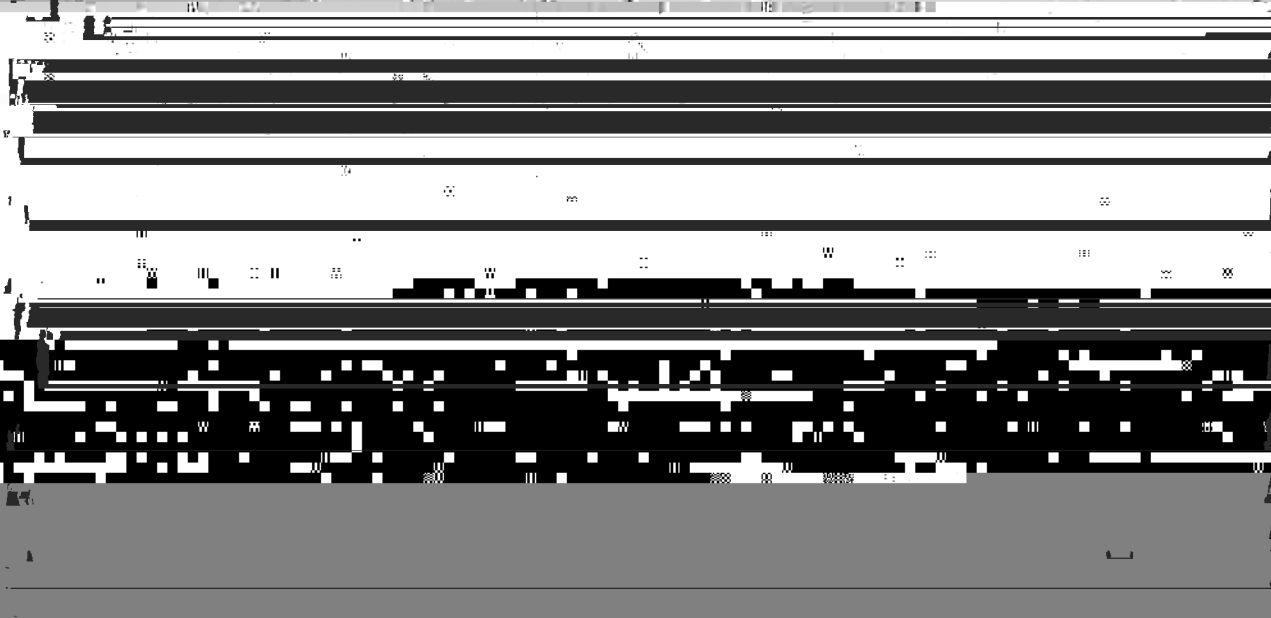
### 2. Unlocking Academic Potential

#### 2.1 Student Headline Performance Outcomes - 2020



#### a) Secondary Academies - Exam Grades Awarding Process

Covid-19 had a significant impact on national data for summer 2020. Schools nationally closed in 2020 and 2021.



# WINDSOR ACADEMY TRUST

## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

### KS4 Headline Performance

Academy	Progress 8		Attainment 8		Basics 9-4	
	Results 2019	Results 2020 (Awarded)	Results 2019	Results 2020	Results 2019	Results 2020
Cheslyn Hay	-0.24	-0.32 (-0.06)	4.42	4.72	56	69
Great Wyrley	-0.24	-0.30 (-0.02)	3.83	4.19	48	58
Kingswinford	0.08	0.23 (0.52)	4.94	5.16	73	73
Windsor	0.21	0.15 (0.44)	4.83	5.22	72	78
AT Academies 3+ years	0.16	0.47	4.87	5.20	72	76

Academy	Basics 9-5		EBacc Entered %		Ebacc APS	
	Results 2019	Results 2020	Results 2019	Results 2020	Results 2019	Results 2020
Cheslyn Hay	36	40	24	13	3.57	3.81

# WINDSOR ACADEMY TRUST

## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

### b) Executive Summary of Exam Results

#### Year 11 (GCSE and level 2 vocational qualifications)

KS5 Headline Performance

Academy	A Level APS		Applied Progress (VA)		Applied APS	
	Results	Results 2020	Results	Results	Results	Results
	2019		2019	2020	2019	2020
Cheslvrn Hav	32.1	39.4	0.23	0.73	34.1	39.3

**WINDSOR ACADEMY TRUST**

**TRUSTEES REPORT (CONTINUED)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

c) Executive Summary of Exam Results

Year 4/5 Level and Level Crossed

Windsor Sixth Form: Another excellent performance with continued improvement in progress and attainment

# WINDSOR ACADEMY TRUST

## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

Goldsmith	2019 national expected standard	Estimate % standard	% expected	Estimate % a the high standard	Estimated banding	DfE	progress
Reading	73%	72%		19%	Average		
Writing	78%	70%		27%	Above average		
Maths	77%	70%		15%	Above average		
Combined RWM	65%	66%		N/A	N/A		

Colley Lane	2019 national expected standard	Estimate % standard	% expected	Estimate % a the high standard	Estimated banding	DfE	progress
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Reading	73%	64%		20%	Below average		
Writing	78%	70%		27%	Above average		
Maths	77%	81%		36%	Above average		

Reading	73%	64%		20%	Below average		
Writing	78%	70%		27%	Above average		
Maths	77%	81%		36%	Above average		

Rivers	2019 national expected standard	Estimate % standard	% expected	Estimate % a the high standard	Estimated banding	DfE	progress
Reading	73%	67%		16%	Average		
Writing	78%	67%		6%	Average		
Maths	77%	70%		10%	Average		



**WINDSOR ACADEMY TRUST**

**TRUSTEES' REPORT (CONTINUED)**

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

Leadership Programmes 2019/2020

WAT's professional development offer is extensive and covers staff at all levels. The offer includes a range of courses, workshops and seminars, all of which are designed to support staff in their professional development. The offer is extensive and covers staff at all levels. The offer includes a range of courses, workshops and seminars, all of which are designed to support staff in their professional development.



**WINDSOR ACADE TRUST**

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

**4. MAT Growth and Partnerships**

An independent MAT review was undertaken of WAT by Sir David Carter and the Audit Committee. The review was completed in July 2020 and the findings were published in the MAT Review Report. The review identified a number of areas for improvement and the Trust has taken steps to address these. The findings of the review are set out in the MAT Review Report and the Trust's response to these findings is set out in this report.

The Trust has a number of partnerships with other schools and organisations. These partnerships are aimed at improving the quality of education and providing opportunities for students to learn from others. The Trust has a number of partnerships with other schools in the area and these partnerships are aimed at sharing best practice and resources. The Trust also has a number of partnerships with organisations in the community and these partnerships are aimed at providing support and resources to the community.

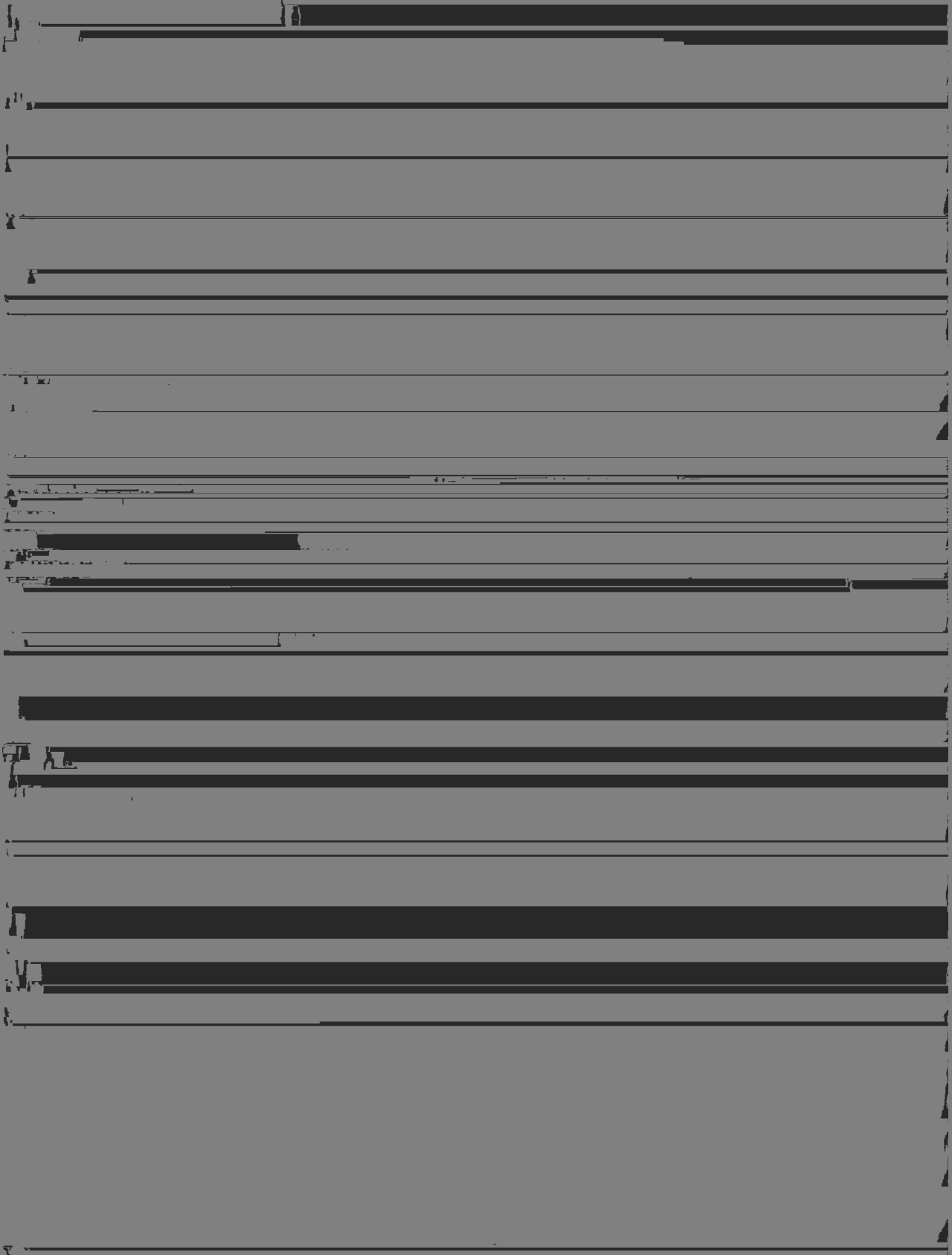
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# WINDSOR ACADEMY TRUST

## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

*(Cheslyn\_Hav\_Academy: The school buildings are 40 years old and generally in fair condition. However, the school*



# WINDSOR ACADEMY TRUST

## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

### 5.3 Sustainable finance

The importance of having sustainable finance and efficient operations is highlighted in the 2019-2020 Annual Report. The Trust has continued to focus on reducing its carbon footprint and has implemented a number of measures to improve its energy efficiency. This includes the installation of energy-efficient lighting and heating systems, as well as the use of renewable energy sources where possible. The Trust has also implemented a number of measures to improve its water efficiency, including the installation of water-saving devices and the use of recycled water for irrigation. The Trust has also implemented a number of measures to improve its waste management, including the use of recycling and composting. The Trust has also implemented a number of measures to improve its social and environmental performance, including the implementation of a number of policies and procedures to ensure the safety and well-being of its staff and students. The Trust has also implemented a number of measures to improve its financial performance, including the implementation of a number of cost-saving measures and the use of alternative financing options. The Trust has also implemented a number of measures to improve its governance, including the implementation of a number of policies and procedures to ensure the integrity and transparency of its financial reporting. The Trust has also implemented a number of measures to improve its communication, including the implementation of a number of policies and procedures to ensure the accuracy and timeliness of its financial reporting. The Trust has also implemented a number of measures to improve its risk management, including the implementation of a number of policies and procedures to ensure the identification and mitigation of risks. The Trust has also implemented a number of measures to improve its compliance, including the implementation of a number of policies and procedures to ensure the adherence to applicable laws and regulations. The Trust has also implemented a number of measures to improve its overall performance, including the implementation of a number of policies and procedures to ensure the achievement of its strategic objectives. The Trust has also implemented a number of measures to improve its reputation, including the implementation of a number of policies and procedures to ensure the transparency and accountability of its operations. The Trust has also implemented a number of measures to improve its sustainability, including the implementation of a number of policies and procedures to ensure the long-term viability of its operations. The Trust has also implemented a number of measures to improve its social and environmental performance, including the implementation of a number of policies and procedures to ensure the safety and well-being of its staff and students. The Trust has also implemented a number of measures to improve its financial performance, including the implementation of a number of cost-saving measures and the use of alternative financing options. The Trust has also implemented a number of measures to improve its governance, including the implementation of a number of policies and procedures to ensure the integrity and transparency of its financial reporting. The Trust has also implemented a number of measures to improve its communication, including the implementation of a number of policies and procedures to ensure the accuracy and timeliness of its financial reporting. The Trust has also implemented a number of measures to improve its risk management, including the implementation of a number of policies and procedures to ensure the identification and mitigation of risks. The Trust has also implemented a number of measures to improve its compliance, including the implementation of a number of policies and procedures to ensure the adherence to applicable laws and regulations. The Trust has also implemented a number of measures to improve its overall performance, including the implementation of a number of policies and procedures to ensure the achievement of its strategic objectives. The Trust has also implemented a number of measures to improve its reputation, including the implementation of a number of policies and procedures to ensure the transparency and accountability of its operations. The Trust has also implemented a number of measures to improve its sustainability, including the implementation of a number of policies and procedures to ensure the long-term viability of its operations.

# WINDSOR ACADEMY TRUST

## TRUSTEES' REPORT (CONTINUED)

[REDACTED]

[REDACTED]

Checklists and comments issued by the Confederation of Colleges of Education (CCE) in 2017/18

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]





# WINDSOR ACADEMY TRUST

## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

### Reserves policy

The academy trust held fund balances at 31 August 2020 of £1.235m comprising £0.009m of restricted funds and £1.225m of unrestricted general funds. The academy trust's free reserves (unrestricted reserves restricted







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

*Please see future periods*

X *A. J. Middleton*

Mr A J Middleton  
Chair of the Board

# WINDSOR ACADEMY TRUST

## GOVERNANCE STATEMENT

*FOR THE YEAR ENDED 31 AUGUST 2020*

### Scope of responsibility

The Trustees confirm that they have:

[REDACTED]



**GOVERNANCE STATEMENT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

7. The academy trust receives a large amount of capital grant through School Condition Allocation (SCA) processes have been improved to ensure that the grant has been allocated to the schools in most need. All expenditure for capital works has been tendered in line with the academy trust's financial policy manual (and at times with more tenders were requested than required). Excellent tendered prices had been received for several large capital projects that are set out in more detail in the strategic report.

8. The purchase of PPE has been vital since March 2020. The academy trust achieved value for money by

securing early orders with regional suppliers that had already been used in other schools.

# WINDSOR ACADEMY TRUST

## GOVERNANCE STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

The academy trust has undertaken significant work to further the recommendations from external reviews undertaken by external parties as follows:

~~1. A MAT Review completed by the Ambition Institute, led by Sir David Carter~~

~~2. A School Resource Management Adviser review undertaken by the Education and Skills Funding Agency (ESFA)~~

~~3. Implementation of internal scrutiny recommendations on financial controls~~

~~4. Ongoing programme of assurance reviews of Health and Safety, Safeguarding and Education Performance~~

~~5. Ongoing programme of assurance reviews of Health and Safety, Safeguarding and Education Performance~~

~~6. Ongoing programme of assurance reviews of Health and Safety, Safeguarding and Education Performance~~

~~7. Ongoing programme of assurance reviews of Health and Safety, Safeguarding and Education Performance~~

~~8. Ongoing programme of assurance reviews of Health and Safety, Safeguarding and Education Performance~~

~~9. Ongoing programme of assurance reviews of Health and Safety, Safeguarding and Education Performance~~

~~10. Ongoing programme of assurance reviews of Health and Safety, Safeguarding and Education Performance~~

~~11. Ongoing programme of assurance reviews of Health and Safety, Safeguarding and Education Performance~~

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~~20. Ongoing programme of assurance reviews of Health and Safety, Safeguarding and Education Performance~~

~~21. Ongoing programme of assurance reviews of Health and Safety, Safeguarding and Education Performance~~

~~22. Ongoing programme of assurance reviews of Health and Safety, Safeguarding and Education Performance~~

~~23. Ongoing programme of assurance reviews of Health and Safety, Safeguarding and Education Performance~~

X *A. J. M. [Signature]*

**WINDSOR ACADEMY TRUST**

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

As accounting officer of Windsor Academy Trust, I have considered the accounts for the year ended 31 August 2020 and I am satisfied that they are true and fair and that the accounts have been prepared in accordance with the provisions of the Companies Act 2006 and the Companies (Accounts) Regulations 2008. I have also considered the accounts for the year ended 31 August 2020 and I am satisfied that they are true and fair and that the accounts have been prepared in accordance with the provisions of the Companies Act 2006 and the Companies (Accounts) Regulations 2008.

X  
Mr K W Sorrell  
Accounting Officer

10 December 2020









**WINDSOR ACADEMY TRUST**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WINDSOR ACADEMY TRUST (CONTINUED)**

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

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 9 of the Companies Act 2006.

It is not to be distributed to, or used by, any other person, including the members of any subsidiary company, and it is not to be relied upon by any other person.

Our report is not to be taken as an endorsement of the company's financial statements, or as a representation that the company's financial statements are true and fair.

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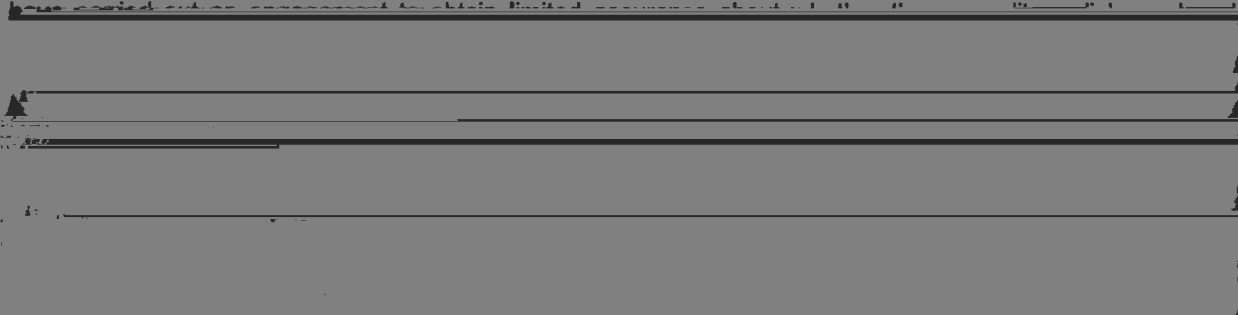
**WINDSOR ACADEMY TRUST**

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON**

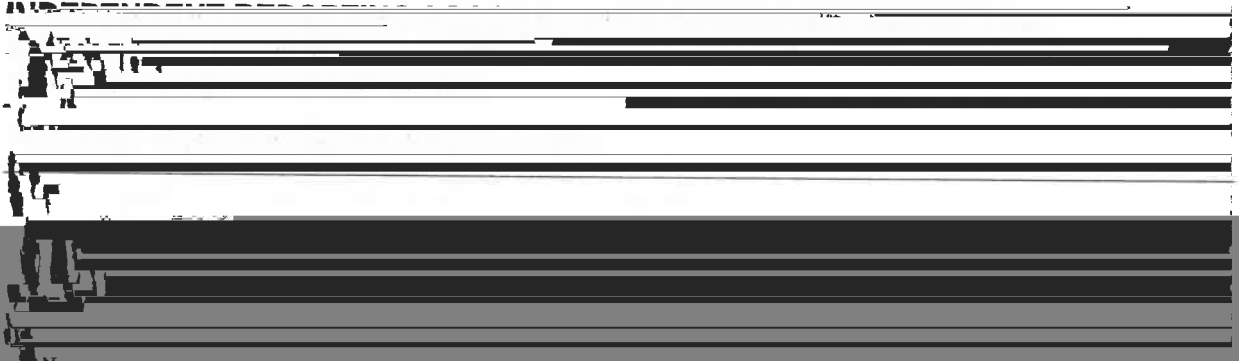


***FOR THE YEAR ENDED 31 AUGUST 2020***

In accordance with the terms of our engagement letter dated 4 July 2018 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2019 to 2020, we



**WINDSOR ACADEMY TRUST**



*CK Audit*  
**Reporting Accountant**  
CK Audit

Dated: 10 December 2020



# WINDSOR ACADEMY TRUST

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

	2018	2017
Income and endowments from:		
Donations and capital grants	1,134,296	31,322,000
	-	65,455
		65,455

Year ended 31 August 2019

	Notes	funds £	General Fixed asset £	2019 £
Income and endowments from:				
Donations and capital grants	2	1,134,296	1,740,457	1,740,457





# WINDSOR ACADEMY TRUST

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2020

	Notes	2020 £	£	2019 £	£
<b>Cash flows from operating activities</b>					
<b>Net cash (used in)/provided by operating</b>					
<b>Cash flows from investing activities</b>					
Dividends, interest and rents from investments		14,367		19,550	
Capital grants from DfE Group		1,796,468		1,740,457	
Capital funding received from sponsors and others		30,000		-	
Purchase of tangible fixed assets		(1,800,000)		(1,500,710)	





# WINDSOR ACADEMY TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2020

#### 1 Accounting policies

(Continued)

#### 1.6 Liabilities

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the

# WINDSOR ACADEMY TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

### 1 Accounting policies

(Continued)

The TPS is an unfunded scheme and contributions are calculated to spread the cost of pensions over employees' working lives with the academy trust in such a way that the pension cost is a constant level

# WINDSOR ACADEMY TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2020

#### 2 Critical accounting estimates and areas of judgement

Accounting estimates and judgements are continually evaluated and are based on historical experience

Donated fixed assets represent the priority school rebuild undertaken at Diverse Primary Academy. The



# WINDSOR ACADEMY TRUST

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

Investment income	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
Short term deposits	14,367	-	14,367	19,550

### 7 Expenditure

#### Expenditure on raising funds

- Direct costs	-	8,488	8,488	65,455
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#### Academy's educational operations

Direct costs	25,801,153	1,803,452	27,604,605	24,389,871
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#### Fees payable to auditor for:

- Audit	24,000	24,000
- Other services	10,000	10,000

Provision for lease contracts	200,000	220,000
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# WINDSOR ACADEMY TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### 10 Staff

#### Staff costs

Staff costs during the year were:

	2020	2019
	£	£
Wages and salaries	22,574,599	20,344,152
Social security costs	2,230,898	1,877,112
Pension costs	5,314,223	3,536,687
FRS102 pension adjustment	761,000	1,196,000
<b>Staff costs - employees</b>	<b>30,880,720</b>	<b>26,953,951</b>
Agency staff costs	540,700	640,400
Staff restructuring costs comprising:		
Redundancy payments	2,000	49,056
Other costs	435	437
	54	47
	834	832





# WINDSOR ACADEMY TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

### 13 Tangible fixed assets

Included within land and buildings above is land of £8,093,931 (2019: £8,093,931) that is not depreciated.

	2020	2019
	£	£
Stocks of uniform	9,119	22,082

### 15 Debtors

	2020	2019
	£	£
Trade debtors	251,733	378,260
Other debtors	132,057	108,690
Prepayments and accrued income		

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

	2020	2019
	£	£
Trade creditors	240,247	165,107

### 17 Creditors: amounts falling due after more than one year

	2020	2019
	£	£
Other creditors	964,575	907,097



# WINDSOR ACADEMY TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

### 19 Funds

	Balance at 1 September 2019 £	Income £	Expenditure £	Gains, losses and transfers £	Balance at 31 August 2020 £
<b>Restricted general funds</b>					
General Annual Grant (GAG)	304,520	29,253,273	(30,093,394)	535,601	-
Other DfE / ESFA grants	46,814	4,510,333	(4,547,785)	-	9,362
Other government grants	-	1,292,193	(1,292,193)	-	-
Other restricted funds	-	511,722	(511,722)	-	-
Pension reserve	(15,301,000)	-	(1,041,000)	(3,372,000)	(19,714,000)

# WINDSOR ACADEMY TRUST

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

### 19 Funds

(Continued)

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

#### Restricted general funds

This fund includes the General Annual Grant funding and other restricted income and expenditure relating













# WINDSOR ACADEMY TRUST

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

### 21 Pension and similar obligations

(Continued)

	2020	2019
The current mortality assumptions include sufficient allowance for future improvements in mortality rates		
	%	%
West Midlands		
Rate of increase in salaries	3.9%	3.6%

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

The academy trust's share of the assets in the scheme	2020	2019
	Fair value	Fair value
Discount rate for scheme liabilities	9,792,000	8,062,000
Inflation assumption (CPI)	4,747,000	3,553,000
<b>Staffordshire</b>		
Rate of increase in salaries	1,050,000	438,000
	1,284,000	1,067,000
Total market value of assets	16,873,000	13,120,000









