

CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

**CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)**

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CASTLE PHOENIX TRUST
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REFERENCE AND ADMINISTRATIVE DETAILS

Members	M Friday L Hancock W Taylor-Dowson A Simpson P Huddleston
Trustees	M Friday, Chair of Trustees N Forrest W Taylor-Dowson (resigned 30 October 2020) M Marr, CEO and Accounting Officer P Simpson M Hanmer L Hancock (resigned 13 November 2020) F Lloyd (appointed 13 May 2021) P Freeth K Ireland J Johal M Michael R Wade

All the Trustees listed above are also Directors of the Company Limited by Guarantee.

Company registered number 08331385

Company name Castle Phoenix Trust

Principal and registered office Castle Phoenix Trust
Axholme Road
Wyken
Coventry
CV2 5BD

Company secretary H Harrison

Accounting officer M Marr

Trust Strategic Team
J Stafford, Headteacher, Richard Lee (appointed 1 September 2021)
S Kendrick, Headteacher, Caludon Castle School (appointed 1 January 2021)
M Marr, CEO
D Wilson, Headteacher, Hill Farm Primary
M Clarke, Headteacher, Kingsbury
E Over, HR Director
L Stewart, Headteacher, Charter Primary
A Gallagher, Headteacher, Foxford School
C Brammer, Headteacher, Richard Lee (resigned 31 August 2021)
H Harrison, Director of Finance and Operations

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**REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021**

Independent auditors Bishop Fleming LLP
Chartered Accountants
Statutory Auditors
1-3 College Yard
Worcester
WR1 2LB

Bankers Lloyds Bank PLC
30 High Street
Coventry
West Midlands
CV1 5RA

Solicitors Browne Jacobson LLP
Mowbray House
Castle Meadow Road
Nottingham
NG2 1BJ

**CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT
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 year ended 31 August 2021. The annual report serves the purpose of both a Trustees' report, and a Directors' report under company law.

The Trust operates three primary schools all in Coventry; Hill Farm, Richard Lee and Charter who joined the Trust on 1 April 2021 and three secondary schools; Caludon Castle and Foxford in Coventry and Kingsbury in Tamworth. It has a pupil capacity of 4735 and had a roll of 4564 at the end of the academic year 2021.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

Castle Phoenix 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 Castle Phoenix Trust are also the directors of the Charitable Company for the purposes of company law. The Charitable Company operates as Castle Phoenix Trust.

Details of the Trustees who served throughout the 2020-2021 and to the date the accounts are approved are included in the Reference and Administration Details.

Trustees' Liability

Each Trustee 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 Trustee, or within one year after he/she ceases to be a Trustee, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they cease to be a Trustee.

Trustees' Indemnities

Trustees benefit from indemnity insurance purchased at the Academy Trust's expense to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty in relation to the Academy Trust, provided that any such insurance shall not extend to any claim arising from any act or omission which the Trustees knew to be a breach of trust or breach of duty or which was committed by the Trustees in reckless disregard to whether it was a breach of trust or breach of duty or not and provided also that any such insurance shall not extend to the costs of any unsuccessful defence to a criminal prosecution brought against the Trustees in their capacity as Directors of the Academy Trust. The limit of this indemnity is £5m.

In accordance with normal commercial practice the Academy has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy business. The insurance provides cover up to £25m on any one claim.

Method of recruitment and appointment or election of Trustees

Castle Phoenix Trust's Board of Trustees comprises the CEO, and 10 Trustees.

Committees shall comprise of the following, as set out in the Terms of Reference, Articles of Association and Funding Agreement:

- Up to two parent Governors who are appointed by the Board of Trustees, based on skill set.
- Up to two staff Governors who are elected by staff of each Academy.
- Up to seven community Governors, appointed by the Board of Trustees.
- The Chief Executive who is treated for all purposes as being an ex officio Governor.
- The Members may appoint up to one Governor, save that no more than one third of the total number of individuals appointed as Governors shall be employees of the Multi Academy Trust (including the Chief Executive).

Trustees are appointed for a four-year period, except that this time limit does not apply to the CEO. Subject to remaining eligible to be a particular type of Trustee, any Trustee can be re-appointed or re-elected.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

When appointing new Trustees, the Board will give consideration to the skills and experience mix of existing Trustees in order to ensure that the Board has the necessary skills to contribute fully to the Academy's development.

Policies and Procedures adopted for the Induction and Training of Trustees

The training and induction provided for new Trustees and Governors for the local governing bodies, will depend upon their existing experience. Local Governors would also include a tour of the relevant Academy and a chance to meet staff and pupils. All Trustees have access to policies, procedures, minutes, accounts, budgets, plans and other documents that they will need to undertake their role as Trustees. As there are normally only two or three new Trustees a year, induction tends to be done informally and is tailored specifically to the individual. Advantage is taken of specific courses offered by the Local Authority and other bodies.

There are Trust Planning Days organised each year which includes training sessions to keep the Trustees updated on relevant developments impacting on their roles and responsibilities.

Organisational Structure

The Board of Trustees will meet at least six times a year, which will include planning days. The Board establishes an overall framework for the governance of the Academies within the Trust and determines Membership, terms of reference and procedures of Committees and other groups. It receives reports including policies from its Committees for ratification. It monitors the activities of the Committees through the minutes of their meetings. The Board may from time to time establish Working Groups to perform specific tasks over a limited timescale.

There are 4 committees as follows:

Finance and Resources Committee - this meets at least four times a year, usually six and has an overall purpose of:

- Setting the standards for the delivery of all financial business support services across the Multi Academy Trust and keeping them under review.
- Agreeing all financial and business support policies. Keeping them under review and monitoring key performance indicators across the Multi Academy Trust. Adding in an additional level of more detailed scrutiny to the Board of Trustees. Responsibility for setting and reviewing performance benchmarking internally and externally and directing corrective action where necessary.
- Considering and making recommendations to the Board of Trustees on compliance with all regulatory and other financial reporting documents.

HR & Governance Committee – this meets at least three time a year and has an overall purpose of:

- Developing a strategy for the employment of staff and all strategic issues relating to staff salary and benefit packages.
- To consider issues relating to the contracts of employment for the Chief Executive, Headteacher, and other members of each academy's senior leadership team, including the review of salary, benefits and appraisal.
- To oversee processes for the recruitment, induction, appraisal and training of all Trustees, Governors and Committee Members.
- To keep under review the skills, knowledge and experience of the Board, Local Governing Bodies and all Board Committees and advise the Board of Trustees on succession planning and renewal.
- To oversee the Multi Academy Trust's strategy in relation to equality, diversity and inclusion.
- To support the Board of Trustees in providing an added level of scrutiny in the monitoring of finance and resources.
- To keep the Board of Trustees regularly informed of the committee's activities and key decisions.

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021**

Audit & Risk Committee – this meets 3 times a year and has an overall purpose of:

- Monitoring and assessing the internal controls of the Trust to ensure that the Trust as a whole is operating at appropriate levels of risk and in compliance with the Code of Audit Practice.
- To take responsibility for external and internal audit matters, oversee the work programme and performance quality of the internal and external services.
- To support the Board of Trustees in ensuring that a framework is established and maintained for the identification and management of risk.
- To keep the Board of Trustees regularly informed of the Committee's activities and key decisions.

Local Governing Bodies – these meet at least three times a year and usually six and has an overall purpose of:

- Ensuring all students within the Multi Academy Trust have access to high quality education provision in line with the shared mission and vision.
- To monitor the implementation of each individual academy's development/improvement plan ensuring that it is delivering against agreed strategic and local objectives; moving the academy and Multi Academy Trust as a whole towards achieving and sustaining a regulatory judgement of outstanding in all areas.
- To ensure that the academic and wellbeing needs of Multi Academy Trust children are being met effectively through the design and delivery of a broad and balanced curriculum which, through use of personalised, developmental support helps to maximise each child's success and enjoyment.
- To ensure all children are safeguarded.
- To ensure the Multi Academy Trust collective published admission number (PAN) is full.

The Board of Trustees are responsible for setting general policy, adopting an annual plan and budget, approving the statutory accounts, monitoring the academies by the use of budgets and other data, and making major decisions about the direction of the academies, capital expenditure and staff appointments.

The Trustees and Board of Trustees have devolved responsibility for day to day management of each academy to the Headteachers.

Castle Phoenix Trust has a leadership structure which consists of the Board of Trustees and Executive Management Team. The aim of the leadership structure is to devolve responsibility and encourage involvement in decision making at all levels.

Caludon Castle Senior Leadership Team (SLT) now consists of the Headteacher and three Deputy Headteachers. There were some changes to the SLT structure during the course of 2020/21 whereby previously the Headteacher of Caludon Castle also held the post of CEO until 01/01/21 and capacity was built during the course of the year to allow for succession planning of senior leaders who retired.

Kingsbury SLT consists of Headteacher and a Deputy Head.

Foxford consists of the Headteacher and two Deputy Heads and a Senior Assistant Headteacher.

Hill Farm Strategic Leadership Team consisted of the Headteacher, Deputy Head Teacher, part time Deputy Head and two Strategic directors during 2020/21. With effect from 01/09/21 SLT consists of the Headteacher, part time Deputy Head, one temporary Deputy Head and one temporary Associate Deputy Head.

Richard Lee consists of the Headteacher and Deputy Headteacher. Following the retirement of the Headteacher from 01/09/21 there is a Headteacher, Assistant Headteacher and promotion opportunities internally for two leaders to be Assistant Headteachers for the 2021/22 academic year.

Charter's SLT includes the Headteacher and two acting Deputy Headteachers.

The Chief Executive, Headteachers of Caludon, Hill Farm, Kingsbury, Foxford, Richard Lee and Charter, Finance & Resources Committee and Director of Finance and Operations, are responsible for the authorisation of spending within agreed budgets. Some spending control is devolved to Budget Holders which

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

must be authorised in line with the Finance Policy and Budget Holders Responsibilities. The Chief Executive / Headteachers ensure that recruitment and selection decisions are made effectively and fairly with or through the HR Director when appropriate.

The Trust SLT controls the academies at an executive level, implementing the policies laid down by the Trustees and reporting back to them.

The CEO is the Accounting Officer.

Arrangements for setting pay and remuneration of key management personnel

The Trustees consider the Board of Trustees and the senior leadership team comprise the key management personnel of the individual Academies in charge of directing and controlling, running and operating the Trust on a day to day basis. With the exception of staff Trustees, all Trustees give their time freely and no Trustee received remuneration in the year.

Details of Trustees' expenses and related party transactions are disclosed in the notes to the accounts.

The HR & Governance committee develop and recommend remuneration strategy and policy (including performance management and pay policy) to the Board of Trustees within the context of national and local agreements, contractual arrangements and TUPE; recognising the need to recruit and retain high calibre staff to deliver the Trust's mission and meet the strategic plan objectives, in order to appropriately determine the salaries of the SLT.

Trade union facility time

Under the provisions of the Trade Union (Facility Time Publication Requirements) Regulations 2017, where an academy trust has more than 49 full time equivalent employees throughout any 7 months within the reporting period, it must include information in Schedule 2 of the Regulations. The information to be published consists of four tables covering:

Relevant union officials

Number of employees who were relevant union officials during the relevant period	Full-time equivalent employee number
5	4.6

Percentage of time spent on facility time

Percentage of time	Number of employees
0%	
1%-50%	4.6
51%-99%	
100%	

Percentage of pay bill spent on facility time

Provide the total cost of facility time	£8,277.97
Provide the total pay bill	£21,042,250.70
Provide the percentage of the total pay bill spent on facility time, calculated as: (total cost of facility time / total pay bill) x 100	0.04%

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FOR THE YEAR ENDED 31 AUGUST 2021**

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours calculated as: (total hours spent on paid trade union activities by relevant union officials during the relevant period / total paid facility time hours) x 100	0%
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Trustees should refer to Statutory Instrument 2017 No. 328, The Trade Union (Facility Time Publication Requirements Regulations 2017 for calculation details.

Related Parties and other Connected Charities and Organisations

Caludon Castle School was rebuilt in 2007 as a PFI project.

The PFI agreement is between Coventry Education Partnerships and Coventry City Council dated 7 December 2004. Other parties involved are:

- Integral; the facilities management company.
- Parkwood Leisure; have shared use of the leisure centre during the school day and sole use out of school hours.
- Library; Coventry City Council Community library shares the library facility with Caludon
- Castle School.

There are no related parties which either control or significantly influence the decisions and operations of Castle Phoenix Trust.

Engagement with employees (including disabled persons)

The Trust engages with their employees through many means and methods, including:

- Consulting with employees on key matters, including engaging the relevant union officials
- Have a staff representative on the Board
- Regular updates to all staff, Trustees and Members, via termly updates and newsletters, including covering both financial and non-financial performance
- Creating interview panels to reflect the diversity of the workforce
- Weekly staff meetings, sharing of information and policies via IT platforms, newsletters
- Wellbeing committees across the Trust
- Staff surveys to identify ways to support staff with mental health and wellbeing and as part of the Trust's commitment to Thrive at Work

Continuing professional development for staff has been very successful with 42 teaching staff undertaking Leadership Pathways training and a further 10 are engaged on Middle and Senior Leaders accredited training. A project was launched to cascade profiling of staff throughout the Trust using 'Motivational Maps' which has resulted in the Trust training 24 staff to be practitioners in 'Motivational Maps'.

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

The Board of Trustees consider they have adhered to the requirements of Section 172 of the Companies Act and have acted to promote the success of Castle Phoenix Trust taking into account the needs of pupils, staff, Trustees, members and other stakeholders and the Trust's wider role in the community.

Guiding principles are in place for the relationship between the Board of Trustees and other committees; Finance & Resources, HR & Governance, Audit & Risk and the Local Governing bodies of the individual academies. This framework promotes full and effective interaction across all levels of the Trust to support the delivery of strategy and business objectives within a framework of best corporate governance practice.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

In making decisions the Board of Trustees considers:

- the likely consequences of any decision in the long term
- the interests of the Trust's employees
- the need to foster the Trust's business relationship with suppliers, customers and others
- the impact of the Trust's operations on the community and environment
- the desirability of the Trust maintaining a reputation for high standards of business conduct
- the need to act fairly as between Trustees of the Trust

For the year ending 31 August 2021, the Trustees consider that the following are examples of principle decisions that it made in the year:

- to agree to a building programme for one of its schools using SCA funding along with a contribution from the Trusts reserves
- reorganising the changing landscape for Teaching Schools, the Trust has redirected investment to a training programme in conjunction with Warwick University
- strengthening the Risk Register through the Audit & Risk Committee involving the individual academies
- a number of policies have been reviewed, amended to suit the needs of the Trust and approved
- to revisit the Trust strategic aims for the next three years which has resulted in the creation of six ambitions.

OBJECTIVES AND ACTIVITIES

Aims

The principal object and activity of the Trust is to advance for the public benefit education in the United Kingdom, in particular by establishing, maintaining, carrying on, managing and developing schools, offering a broad range of curriculum for pupils of different abilities, with a strong emphasis on meeting the needs of our most vulnerable.

The principal object and activity of the Charitable Company is the operation of Castle Phoenix Trust to provide free education and care for pupils of different abilities. The Trust's specialism is Leadership with an emphasis on Leading Learning.

The aims of our Trust during the 2020/21 ended 31 August 2021 are summarised below:

LEADERSHIP and MANAGEMENT - Leadership at all levels is effective with a particular emphasis on middle leaders in our more recently joined schools.

OUTCOMES - Pupils make good progress with a particular emphasis on disadvantaged pupils, our most able and SEND pupils

CURRICULUM - The curriculum is stimulating and challenging and enables children to progress from one year to the next with a particular focus on the knowledge, skills and understanding required for each subject in each year group. In particular, it is important to relate each school's curriculum to the uniqueness of each school community. Broadening horizons should be a key thread running through each school.

TEACHING, LEARNING & ASSESSMENT- Learning and teaching is consistently 'great' with a particular emphasis on using our 6 principles of teaching as a toolkit for great teaching (Modelling, Explanation, Practice, Questioning, Challenge and Feedback). The effective use of digital technology to support remote learning is paramount.

ENGAGEMENT and STUDENT WELFARE - All children within our Trust feel well cared for, take pride in and value their school, and want to achieve their best with a particular emphasis this year on remote learning and

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

ensuring good access to learning, a wide range of welfare and high engagement from all pupils especially during lockdown periods.

FINANCIAL STABILITY - The Trust will provide financial stability and provide resources efficiently with a particular emphasis on using a range of tools such as the SRMA, ICFP, and our Trust financial controls and systems to reduce any in year deficits within schools.

ICT STRATEGY - To enable users to work together, irrespective of device or location, in a way that enhances productivity and delivers outstanding learning.

At Castle Phoenix Trust we want to grow confident learners. We aim to achieve the best for, and from, each child. We intend to enable each child to realise his or her full academic, creative and physical potential and to develop positive social and moral values. Our Trust values reflect this.

Key Trust and School Priorities

Key priorities for the year are outlined in our Trust Strategic Plan. Each school completes a summary of their school improvement plan in a standard Trust template and focuses on our 5 Key questions
The 5 'Keys'

1. **What are you doing to strengthen the curriculum?**
2. **What are you doing to make sure your most able pupils are being stretched?**
3. **What steps are you taking to improve outcomes for our most vulnerable pupils?**
In particular disadvantaged pupils and SEND pupils
4. **What are you doing to ensure that teaching and learning in your school is 'great'?** Refer to Education Endowment Fund and our Trust criteria
5. **What are you doing to demonstrate a student is making progress and gaps in their learning are addressed?** Using robust data analysis to identify strengths and weaknesses and aspects for intervention.

Underpinning the action taken to address these questions is robust quality assurance in terms of learning walks, work scrutiny, pupil voice and data analysis which provides the evidence base. In addition, we commission external experts to provide robust reviews of our termly KPI reports from each school.

Public Benefit

Our Trust aims to advance for the public benefit, education in Castle Phoenix Trust schools and their associated community. In particular, but without prejudice to the generality of the foregoing by estimating, maintaining, managing and developing schools, offering a broad curriculum.

STRATEGIC REPORT

Our Key functions for school improvement are:

- Support for **Leadership and Management** – strategic action planning, quality assurance, self-evaluation, performance management
- Support for **Teaching, Learning and Assessment** – CPD, audits and external reviews, sharing good practice, support packages for teachers
- Support for **Personal development and welfare** – attendance, behaviour, well-being enhancement (education welfare officer, counsellors), safeguarding processes
- Ensuring **high standards of attainment and good progress** are achieved – KPI documentation, data analysis
- Preparation for Ofsted
- Support for **digital learning**

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Our Achievements 2020/21

- 4 'effective' review judgements from **Challenge Partners** for Caludon, Kingsbury, Richard Lee and Hill Farm Primary schools. 'Working towards effective' for Foxford, which is also very positive for the school.
- Establishing bespoke 'faculty centred leadership' in our newest secondary school: there is an ongoing process of training middle leaders at Foxford. Many are now able to discuss leadership and its impact effectively in their faculties.
- Progression of Learning and/or Curriculum Maps have been written/ updated and are being implemented as working documents in all secondary schools.
- Improved quality assurance, including Priorities in Practice reviews for all core subject leaders. At Foxford in addition Priorities in Practice included leaders of Technology, PE, the Arts and Spanish. Feedback on the reviews' recommendations has been validated by two schools.
- Exemplar on line learning courses have been created, and are on the Firefly platform, to exemplify how a middle leader should address each element of Ofsted's Quality of Education.
- Despite the constraints of the pandemic, a remote Learning and Teaching annual conference for the Trust was organised by the Trust Steering Group, including a keynote speaker from 'Apple'.
- Improvement in the quality of teaching across the Trust:
 - The School Improvement Team has been fundamental in improving the quality of teaching. The team is led by the Director of Learning and Teaching, with support in the secondary schools from the Trust Support Lead for the Quality of Education and the maths SLE, and across the primary schools - the two Primary specialists.
 - The Trust Lead for IT ensured that a standard on line platform (Firefly) was available to all our schools to facilitate remote learning during lockdowns. This approach was largely successful across our schools, and has led to our teachers' improved skillset in blended learning.
 - The team has ensured that all Trust schools are now adopting the Trust diagnostic tool for successful teaching: the Six Principles of Great Teaching.
 - Remote and face-to-face CPD has been delivered across all Trust schools to ensure this common approach.
 - Learning and Teaching groups have been set up in the secondary schools, with 'experts' trained to deliver and support on each of the Principles.
 - A lesson study approach has been taken by the three secondary schools to facilitate developmental improvements in remote and in person teaching: i.e. coaching and research.
 - Foxford has received targeted support for its core subjects, in order to further improve the quality of teaching and leadership
- The Four Principles of Great Learning will be a focus for all Trust schools for 2021/22 – concentrating on improving pupil understanding of and reflection on their learning; engagement in learning, including remembering and application of knowledge skills and understanding; pupils' use of literacy and oracy. These 4 Principles have been devised, having consulted a range of current educational thinking and research. The Trust has written a detailed grid outlining how each Principle can be identified and exemplified.
- A focus on reading, including a reading journey being developed by Hill Farm.
- Development of an online Leading Learning Academy: the Trust's CPD platform on Firefly. All Trust schools have contributed to writing online modules for both leadership and learning. Modules have been quality assured to deliver the highest quality training. Teachers can access these modules at any time. They comprise on line learning courses and webinars. Key programmes are as follows:
 - The Great Teacher Programme: comprehensive, detailed training for teachers on each of the Six Principles of Great Teaching. Successful participants achieve Trust accreditation.
 - On line learning courses on The Four Principles of Great Learning
 - Excellence in Senior Leadership: 6 face-to-face sessions, led by facilitators trained by the National College, preparing delegates for senior leadership. Successful participants achieve Trust accreditation.
 - Excellence in Middle Leadership: 6 face-to-face sessions, led by facilitators trained by the National College. These sessions are for current middle leaders and aim to improve their leadership at this level. Successful participants achieve Trust accreditation.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

- Excellence in Aspiring Middle Leadership: 6 face-to-face sessions, preparing delegates for middle leadership. Successful participants achieve Trust accreditation.
- Senior Leadership modules: 5 online sessions to promote discussion and development of leadership competencies for successful leadership teams
- Recruitment of 14 trainees to the Trust.
- We introduced the refined KPI and SEF documentation throughout the Trust
- There has been further development of the external School Improvement Advisory Panel (SIAP) who reported back to the Board of Trustees with reference to the effectiveness of each school within the Trust
- The creation of a strong school improvement group represented by Trustees make recommendations for further improvement

Challenges and Trust priorities for 2021/22

- Closing the reading gap so that all children are competent and confident readers
- Improving oracy skills for all children within our Trust
- Enhancing digital learning for pupils and staff
- Raising aspirations for all our children
- Raising standards for disadvantaged children
- Raising standards for the most able children
- Improving attainment and progress to be above the national average for all schools
- Ensuring attendance and persistent absence in particular for disadvantaged pupils is at least in line with other pupils
- Further developing a vibrant curricula which encourages high levels of pupil engagement and challenge with the aim of deepening pupil thinking (refer to new education inspection framework- Sept 2019)
- Continue to provide a thoughtful recovery curriculum including an effective remote learning plan

Key developments planned for 2021/22

- Roll out of the Castle Phoenix school improvement framework across all schools in the Trust
- Personalised school risk management aligned to our new 6 Trust Ambitions for 2021/22
- Development of cross school sharing through the use of a VLE (Firefly) and increased collaborative opportunities
- Closer alignment for assessment across the schools
- The development of digital literacy through the use of 'iPad' technology

Achievements and Performance

The Trust is in its 8th year of operation and comprises 6 schools, 3 primary schools and 3 secondary schools. Charter Academy joined the Trust in April 2021. The total number of students on the October 2020 census was 4,603 but this has decreased to 4,568 in October 2021 due to falling numbers in primary schools in Coventry.

	Date Joined	Actuals Oct 2021	*Attendance 2020/21 %	Persistent absence 2020/21 %	Exclusions 2020/21
Caludon Castle	1/02/2013	1561	94	15.5	1.02
Foxford	1/10/2018	1011	91.6	26	2.5
Kingsbury	1/05/2016	723	90.06	27.58	6.58
Hill Farm	1/09/2013	520	94.8	12.7	0
Richard Lee	1/12/2018	447	92.3	23.1	0.2
Charter	1/04/2021	306	91.5	28.8	0

**Attendance figures are schools' figures*

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Secondary GCSE Centre Assessed Grades

	Standard Passes in English and Maths	Strong passes in English and Maths	Standard Passes in English	Standard Passes in Maths	Strong Passes in English	Strong Passes in Maths	Attainment 8
National 2019	64	43	76	70	60	49	4.65
Caludon Castle	71	48	85	72	67	52	5.09
Foxford	50	37	66	54	52	44	4.18
Kingsbury	64	38	79	67	58	43	4.68

All schools had selected subjects sampled for accuracy and none of the grades were changed as a result of this process.

Post 16 A level Centre Assessed Grades

	No in Year 13	A level A*/B %
National 2019	N/A	48%
Caludon Castle	134	70%
Foxford	59	51%

External Evaluation

Ofsted Judgements	Overall Effectiveness	Inspection date
Primary		
Hill Farm Primary	GOOD	May 2019
Richard Lee Primary	GOOD	Mar 2018
Charter	Inadequate previous inspection prior to joining New Academy April 2021	Nov 2019
Secondary		
Caludon Castle	GOOD	Feb 2019
Kingsbury	GOOD	April 2019
Foxford	RI previous inspection prior to joining New Academy Oct 2018	May 2016

There was no externally collected data for primary schools.

External school performance reviews by 'Challenge Partners' carried out in the Summer Term 2021 received the following comments in their reports. Charter joined Challenge Partners in Sept 2021 and therefore is yet to have an external review.

Overall, the quality of leadership at our schools is GOOD

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Leadership at all Levels - What went well?

Caludon Castle

"The School Development Plan is informed by the Trust priorities and the 'five keys' of school improvement, including a focus on recovery, outcomes for more able and vulnerable pupils, 'great teaching' and assessment.

The school's innovative model of faculty- centred leadership provides a coherent and dynamic framework for driving the quality of provision. It is clear that faculty leaders work strategically in response to the keys and are held accountable for the impact of their activities. Faculty leaders value the many opportunities for leader development including agenda-setting for faculty meetings and autonomous design of assessment systems.

They report that they have benefited from significant leadership coaching and are encouraged to participate in recruitment processes and succession planning.

The curriculum is broad and balanced and provides pupils with opportunities to make supported choices at two specific stages at the end of Key Stage 3. Curriculum leaders understand the importance of inclusivity and have developed bespoke courses to meet the needs of specific cohorts.

An extensive team of 'Leaders of Learning' is tasked with driving the leadership of learning. They also have a specific role in contributing to the annual Trust teaching and learning conference.

Senior leaders are well supported by a highly skilled and experienced governing body. Governors hold leaders to account for their progress in addressing the five keys of school improvement. They conduct focused learning visits to evaluate the impact of strategies linked to specific keys."

Kingsbury

"School leaders have... encouraged subject leaders and teachers to think deeply about their subjects and especially about the order in which tasks are taught. As a result, most teachers plan effective sequences of lessons which build upon pupils' knowledge.

Senior and middle leaders have embedded a curriculum model which aims to develop the talents and interests of all. Consequently, pupils can access a rich, deep, and broad curriculum.

The school's leaders have introduced strategies to enable middle leaders to take greater responsibility for provision and outcomes. To secure this, an ambitious continuing professional development programme is in place. This has empowered subject leaders to take the initiative. They have ownership of their subject teams. As a result, teachers can cite examples that have led to improved pupil progress.

Quality assurance systems within the school are a strength. School leaders have introduced the six principles of 'Great Teaching' and the four principles of 'Great Learning'. As a result, the checks senior and middle leaders make are closely aligned to these principles because these leaders share a common agenda to improve pedagogical effectiveness. Quality assurance is also used well within the classroom. The messages from these checks are beginning to help more teachers drive their own professional development. This has resulted in greater resilience, more reflective practice and a collective determination to succeed."

Foxford

"The school is moving forward at pace. Everyone shares the leadership vision because leaders at all levels lead by example, and this has had a positive effect on staff and students alike.

There is a fully inclusive ethos in the school with a focus on 'learning to learn.' Students are becoming increasingly independent, as they overcome barriers to learning for themselves; their resilience is increasing. The PRIDE values (positive, responsible, independent, determined, empowered) are becoming firmly embedded and have changed the culture and environment in the school.

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021**

Focused learning walks have provided senior leaders with a clear picture of the improvements that were evident in classrooms on this review. The resulting continuing professional development (CPD) directly supports further improvement, for example, the work undertaken around coaching and walk-throughs

Middle leaders are developing purposefully in their roles, and many are taking national qualifications around leadership. They are fully aware of the school's vision and the Five Keys protocol for teaching and learning.

Curriculum rationale and plans have been adapted and refined to ensure that no learning has been lost through periods of lockdown and home learning. Cultural capital is expanded throughout the curriculum."

Hill Farm

"Leadership has developed a clear and determined focus on improving outcomes for pupils through high quality teaching and a broad and rich curriculum

Subject leaders are fully involved in the monitoring of teaching and learning. As a result, they can identify the support teachers need to deliver subjects effectively.

Senior and middle leaders are encouraged and supported to complete accredited qualifications such as the National Professional Qualification for Middle Leadership to help them develop their leadership skills."

Richard Lee

"The school is driven by a clear ethos that puts pupils at the heart of everything it does and a belief that every member of staff can make a difference to the life chances of pupils.

Leaders are reflective and have a strong understanding of the needs of the school and their improvement planning clearly identifies the next steps they need to take to support further improvement."

Overall, the quality of provision for our most vulnerable including disadvantaged and SEND pupils is considered GOOD but lockdown has caused the achievement gap to widen despite efforts by all schools to encourage remote learning engagement and consistently good attendance to school.

Caludon

The school's 'Broadening Horizons' team works strategically with leaders at all levels to ensure that aspirations for the outcomes of vulnerable pupils are sufficiently high.

The support team is carefully structured to create capacity and ensure that there is 'a good range of touch points' with pupils. Deployment is coherent and designed to promote cohesion in the support offered to pupils.

The main thrust of the SEND strategy is quality first teaching. Information generated by monitoring is used to support teachers who are experiencing specific challenges in working with pupils with SEND. This 'windscreen' approach to quality assurance also helps to identify barriers and inform the provision map.

Disadvantaged pupils in Year 11 are provided with additional opportunities to attend an impartial careers interview with a trained advisor. Levels of participation of vulnerable pupils with enrichment activities are carefully tracked.

Kingsbury

"Pupils with SEND benefit from a curriculum offer that is aligned to meet their needs. SEND pupils' progress is now closer to that of their non-specialist peers. Career guidance support for the needs of disadvantaged pupils is strong, as well as personalised. All disadvantaged pupils have continued in education, employment, or training after Year 11.

Meeting the needs of the most able pupils is a key focus of attention, especially those who are disadvantaged. This has enabled teachers, through their lesson planning, to provide tasks with appropriate challenge, which also expand thinking skills. This has boosted many able pupils' confidence."

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Foxford

"The curriculum for these groups has been adapted through the application of the THRIVE+ mentoring programme. This acronym refers to teaching to the top, home link, remote learning, intervention, voice and engagement. The care and knowledge of the staff responsible for these groups of students are making a difference.

Students with SEND are clearly identified and, through improved channels of communication, parental engagement in their children's learning and welfare has increased."

Hill Farm

"During lockdown, provision for pupils with SEND was very personalised, which has meant they have made the transition back into school smoothly. A wide range of interventions and strategies— for example, 'Boomerang' and the nurture group – are available to help vulnerable pupils overcome barriers to their learning and make progress.

From their individual starting points, those pupils for whom English is an additional language make good progress and quickly catch up with their classmates because of the sharp focus on developing the communication and reading skills from the moment they arrive in the school."

Richard Lee

"Pupils with SEND are supported effectively, which means that they can access the same objectives as the rest of the class through the support both of class teachers and teaching assistants.

The Thrive approach is positively impacting on disadvantaged pupils' behaviour and attitudes, in particular their resilience for learning.

Pupil progress meetings have a specific focus on how well SEND and disadvantaged pupils are achieving and as result individual support is put in place."

PLANS FOR FUTURE PERIODS

Castle Phoenix Trust will continue to strive to provide outstanding education and improve the levels of performance of its pupils at all levels. Castle Phoenix Trust will continue to aim to attract high quality teachers and support staff in order to deliver its objectives.

Castle Phoenix Trust will continue to work with partner schools to improve the educational opportunities for students in the wider community.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Our 6 Trust Ambitions

1. READING	<ul style="list-style-type: none"> We will develop confident and competent readers
2. ORACY	<ul style="list-style-type: none"> We will create a learning environment where pupils become confident communicators with the aim of improving their social mobility
3. CREATIVE LEARNING	<ul style="list-style-type: none"> We will develop creative thinkers. We will promote thinking that relates to discovery and enquiry using a blended learning approach involving digital learning
4. IMPACTFUL TEACHING	<ul style="list-style-type: none"> We grow great teachers who impact positively on pupil learning
5. ACHIEVEMENT	<ul style="list-style-type: none"> All our pupils make good progress and we support our most vulnerable to overcome barriers to learning so they achieve in line with other pupils
6. ASPIRATIONS	<ul style="list-style-type: none"> We want children to have high aspirations for their future through developing self-belief, valuing learning and broadening horizons (including careers related learning)

Castle Phoenix Trust Strategic Aims
"Growing Confident Learners"

- CURRICULUM** - The curriculum is stimulating and challenging and enables pupils to progress from one year to the next with a particular focus on the knowledge, skills and understanding required for each subject in each year group. In particular, it is important to relate each school's curriculum to the uniqueness of each school community. Broadening horizons should be a key thread running through each school. There is an increased focus on **Ambition 1 reading**.
- INCLUSION** – All children within our Trust are supported to achieve their best. In particular, provision for our most able, SEND, Disadvantaged, EAL pupils is excellent.
- LEARNING AND TEACHING**- Learning and teaching is consistently 'great' (very effective teaching leading to improved pupil outcomes for future success when they leave school) with a focus on **Ambition 4 Impactful Teaching**. Digital technology enhances and transforms learning **Ambition 3 Creative Learning**
- ACHIEVEMENT** - Pupils make good progress within the Trust and achieve well with a particular focus on disadvantage pupils, our most able and SEND pupils.
Ambition 6 Achievement
- BEHAVIOUR AND ATTENDANCE**- Pupils demonstrate respect to all. Pupils' attendance is high with a focus on supporting good attendance for our most disadvantaged pupils.
- PERSONAL DEVELOPMENT** – All children within our Trust feel well cared for, take pride in and value their school. Pupils grow to be confident communicators who are ambitious for their future.
Ambition 2 and 6 Oracy and Aspirations
- LEADERSHIP**- Leadership at all levels (for staff, governors and pupils) is innovative and effective with a particular focus on middle leadership
- FINANCIAL STABILITY** - The Trust will continue to provide financial stability, manage risks effectively and deliver resources efficiently
- ICT DEVELOPMENT** – The new ICT communication infrastructure across schools within the Trust will enable increased accessibility, flexibility for working, and efficiency of sharing of resources. We intend to establish consistent Trust protocols and security practices that currently exist in the best of our schools across all schools to strengthen security and improve operational standards.

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021**

- 10. OUR PEOPLE STRATEGY-** we continue to value our staff with a particular focus on supporting staff wellbeing. Our key aims are to:
- PROMOTE AND SECURE excellent leadership and management
 - ATTRACT AND RECRUIT the best staff
 - GROW AND DEVELOP our staff to their full potential
 - RETAIN AND REWARD our staff through recognising their contribution to our Trust's vision, values and strategic aims

Our Key priorities for 2021/22

All schools will:

- include priorities and strategic plans linked to each of the 6 Trust ambitions
- develop increased cross school working relationships
- strengthen their local governance

Our Trust will:

- continue to enhance the effectiveness of governance at trust level
- further enhance risk management processes
- continue to ensure equality of resources across all schools with a focus on remodelling Foxford.
- Review our Trust performance management for all
- Ensure effective processes are in place to combat cybersecurity attacks

During the last Academy year, the Trust have started working on plans for an expansion project at Foxford Community School. This project will entail the following works taking place onsite.

- Refurbishment and expansion of the current Post 16 Block to form a new dining room and kitchen facilities.
- Refurbishment of the existing swimming pool to form a new Administration Block, this works will see the relocation of the main school entrance from the rear of the site to the front of the site.
- Refurbishment of the existing Administration Block to form a new Post 16 Block.

The above works will also include the relocation of one MUGA court and the alteration of the boundary fence near to the existing Administration Block.

The above works are currently being designed by Gleeds Project Management. They are hoping to go out to tender in November 2021 and if the project is agreed, works would commence onsite in January 2022.

If agreed, the expansion project will be funded through School Condition Allocation, Trust reserves and also a contribution from Coventry City Council.

Premises Development

During the year ending 31 August 2021 the below premises development works took place across the Trust.
Hill Farm Primary School

- Replacement of failed external uPVC windows in the KS2 hall and year 5 classrooms
- Various internal redecoration works to a number of classrooms
- Installation of new blinds in various classrooms and the KS2 hall
- Installation of new soft flooring in the year 2 classrooms
- Replacement of the hard floor in the KS2 hall
- Installation of a new industrial dishwasher in the school kitchen
- Installation of suspended ceilings and LED lighting in the KS2 corridors
- Installation of fire alarm interfaces to the existing door access equipment

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**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021**

- Installation of new forest school signage
- Replacement of the nature area pond

Kingsbury School

- Installation of a new telephone system
- Replacement fire alarm panel in the English Block
- Fire alarm upgrade works in the Leisure Centre
- Installation of thermoplastic lines on the MUGA
- Replacement of the LEV systems in the DT department
- Various water hygiene remedial works following the review of the water risk assessment
- Various electrical repairs from the five year fixed wire test
- Upgrade of faulty CCTV system

Foxford Community School

- Various water hygiene works following the review of the water risk assessment
- Replacement of defective internal fire doors
- Various internal redecoration works to corridors, classrooms and the school reception
- Installation of new roller blinds in all Three Storey Block classrooms
- Installation of new corridor and stairwell flooring in the Two Storey Block
- Installation of new hard flooring in two science laboratories and one food technology room
- Relocation of the bin compound following a review of the school fire risk assessment

Richard Lee Primary School

- Installation of new door and wall partitioning in the school nursery

Charter Academy

- Installation of new fencing in the EYFS playground
- Installation of new automated driveway and pedestrian gates at the front of the school
- Upgrading of the car park lighting to LED
- Various redecoration works to corridors and classrooms
- Installation of new blinds
- Installation of new soft flooring in various corridors and classrooms

During the academic year the Trust also replaced the boilers and the associated plant room equipment in the Single Storey Block at Foxford Community School. This works was funded through the School Condition Allocation Funding (SCA)

The Trust also approved a Sports Hall refurbishment project at Foxford Community School. This works entails an external envelope project along with some internal refurbishment works. This project is being funded through the School Condition Allocation Funding (SCA).

Key Performance Indicators

Monthly meeting agendas with individual schools check and cover:

- Accounts Summary report:
 - Cost centres over budget
 - Premises
 - Supply
 - Virements
- Monthly check list
 - Bank Reconciliation
 - Creditors

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

- Debtors
- Capital
- Income
- Cash flow
- Expected income/expenditure
- Monthly Financial risks document update
- Recommendations from audit check
- Outstanding orders/goods received note reports
- Contracts

Monthly reports to Trustees provides:

- A summary in the movement of reserves showing consolidated, budgets, actual and variance for revenue and capital income and expenditure
- A table showing the revenue fund movement and the capital fund movement for the individual schools
- A reconciliation of the capital budget
- Balance sheet
- Reconciliation of cash reserves to revenue reserves
- Reserves by individual schools
- Forecast reserves position.

Financial Resources Committee also receive a financial dashboard containing for each individual school comprising of:

- Characteristics
 - Number of pupils
 - Post 16/Nursery
 - Number of Pupil Premium pupils
- Budget share
 - GAG allocation
 - Post 16 / Early Years allocation
 - MFG
 - Teachers pay and pension grant
 - Notional SEN funding
 - High Needs funding
 - Catch up premium
 - Pupil Premium
 - Other income
- Trust contributions
- Staffing budgets including apprenticeship levy and projected increases in on costs
- Projected in year surplus/deficit
- Spending as a percentage of total expenditure
 - Teaching staff as a percentage of total expenditure
 - Supply staff as a percentage of total expenditure
 - Education support staff as a percentage of total expenditure
 - Administrative and clerical staff as a percentage of total expenditure
 - Other staff costs as a percentage of total expenditure
 - Premises (including staff costs) as a percentage of total expenditure
 - Teaching resources as a percentage of total expenditure
 - Energy as a percentage of total expenditure
 - Other spending as a percentage of total expenditure
- Reserves / balances as a percentage of total income
 - In year balance as a percentage of total income
 - Revenue reserves as a percentage of total income

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

- School characteristics
 - Average teacher cost (£)
 - Senior leaders as a percentage of workforce
 - Pupil to teacher ratio
 - Pupil to adult ratio
 - Teacher contact ratio
 - Predicted percentage pupil number change in 3-5 years
 - Average class size
- Finance comments
 - Potential Key budget challenges highlighted from SRMA toolkit
 - Potential overspend issues impacting on current reserves and in year deficit
 - Action Taken to address issues
 - Any issues not addressed following audits or concerns

Going Concern

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason it continues 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.

FINANCIAL REVIEW

Most of Castle Phoenix Trust's income is obtained from the DfE via the ESFA in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the DfE during the year ended 31 August 2021 and the associated expenditure are shown as Restricted Funds in the Statement of Financial Activities.

Castle Phoenix Trust also receives grants for fixed assets from the DfE which are shown in the Statement of Financial Activities as restricted income in the Fixed Asset Fund.

The market value of Caludon Castle land and buildings is included in the PFI contract and as such stays with Coventry Education Partnerships.

The land, buildings and other assets of Hill Farm Primary, Kingsbury School, Foxford School, Richard Lee Primary and Charter Academy, were transferred to Castle Phoenix Trust upon conversion. Following revaluation of Richard Lee received in November 2020 indicating impairment, valuations have been adjusted and land and buildings valuation at the time of transfer are now valued at £38,925,352.

Castle Phoenix Trust has taken on the deficit in the Local Government Pension Scheme in respect of its non-teaching staff transferred on conversion. The deficit is incorporated within the Statement of Financial Activity.

Key financial policies adopted or reviewed during the year include the Finance Policy which lays out the framework for financial management, including financial responsibilities of the Board, Head Teachers, managers, budget holders and other staff, as well as delegated authority for spending.

Reserves Policy

The Board of Trustees review the reserve level of the Castle Phoenix Trust annually, advised by the Finance & Resources Committee.

This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The Trustees take into consideration the future plans of the Academies, the uncertainty over future income streams and other key risks identified during the risk review.

At the end of the 2021 financial year, free reserves (exclude unrestricted designated capital reserves and teaching school fund) of £3,729,048 (£2,558,513 unrestricted + £1,170,535 unspent GAG) will be available to the Trust. Trustees recognise that due to COVID-19, a number of items requiring the use of reserves remain

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

outstanding from 2020/21 and that £490k of this will be required in the 2021/22 year. Items requiring the use of reserves are:

- Funding the Trusts ICT strategy which includes centralising our schools' ICT infrastructure and creating a single network with cloud based storage
- Due to a third party error within the PFI in the calculating of utilities, the LA requested a number of invoices were not paid; this has now been resolved and refunds/outstanding expenditure agreed
- Surplus from Charter Academy will be used for school improvement

The Finance & Resource Committee and Board of Trustees recognise that reserves will be needed in 2021/22 to meet other requirements, these are:

- Capital projects are ongoing at Foxford, and it is recognised that approximately a £1.5m contribution from reserves will be required. £1m of free reserves will be moved to capital to support this.
- To maintain appropriate levels of staffing across the Trust and secure good inspection results for all schools
- PFI rising costs
- Any reduction, turbulence or expected reduction in funding arrangements e.g. to cover salary, NI or pension deficit costs
- Support staff uplift for 2020/21.

The defined benefit pension scheme reserve has a negative balance. The effect of the deficit position of the pension scheme is that the Academy Trust is paying higher employers' pension contributions over a period of years. The higher employers' pension contributions will be met from the Academy Trust's budgeted annual income. Whilst the deficit will not be immediately eliminated, there should be no actual cash flow deficit on the fund, nor any direct impact on the free reserves of the Academy Trust.

Investment Policy

The Board of Trustees will consider an investment policy through the Finance & Resources Committee.

PRINCIPAL RISKS AND UNCERTAINTIES

The Board of Trustees has reviewed the major risks to which Castle Phoenix Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks.

The principal risks and uncertainties facing Castle Phoenix Trust are as follows:

Financial – Castle Phoenix Trust has considerable reliance on continued Government funding through the ESFA. In the last year Castle Phoenix Trust's incoming resources were ultimately Government funded and whilst this level is expected to continue, there is no assurance that Government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms.

Failures in governance and/or management - the risk in this area arises from potential failure to effectively manage Castle Phoenix Trust's finances, internal controls, compliance with regulations and legislation, statutory returns, etc. The Trustees/Governors continue to review and ensure that appropriate measures are in place to mitigate these risks.

Reputational - the continuing success of Castle Phoenix Trust is dependent on continuing to attract applicants in sufficient numbers by maintaining the highest educational standards. To mitigate this risk Trustees/Governors ensure that student success and achievement are closely monitored and reviewed.

Safeguarding and child protection - the Trustees/Governors continue to ensure that the highest standards are maintained in the areas of selection and monitoring of staff, the operation of child protection policies and procedures, health & safety and discipline.

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**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021**

Staffing - the success of Castle Phoenix Trust is reliant upon the quality of its staff and so the Trustees/Governors monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning.

Fraud and mismanagement of funds – Castle Phoenix Trust has good delegation of duties and an internal audit procedure to carry out checks on financial systems and records as required by the Academy Financial Handbook. All finance staff receive training to keep them up to date with financial practice requirements and develop their skills in this area.

A Risk Register was drawn up and continues to be reviewed, by the Audit and Risk Committee. This includes the financial risks to Castle Phoenix Trust. The register will be reviewed in light of any new information and formally reviewed annually.

The Trustees/Governors have assessed the major risks to which Castle Phoenix Trust would be exposed to; in particular those relating to its finances, teaching, facilities and PFI risks.

Whilst Caludon Castle and Kingsbury are over-subscribed and Foxford's numbers are rising, primary schools are facing falling numbers across the area, therefore risks to revenue funding are possible. Moreover, the reduction in post 16 funding levels, the freeze on the Government's overall education budget, changes in funding arrangements for special educational needs and increasing employment and PFI costs mean that budgets will be increasingly tight in coming years.

The governors examine the financial health formally every term. They review performance against budgets and overall expenditure by means of regular update reports at all Board and Finance & Resources Committee meetings.

At the year end, Castle Phoenix Trust had no significant liabilities arising from trade creditors or debtors where there would be a significant effect on liquidity.

The Board of Trustees recognises that the defined benefit scheme deficit (Local Government Pension Scheme) represents a significant potential liability. However, as the Trustees/Governors consider that Castle Phoenix Trust is able to meet its known annual contribution commitments for the foreseeable future, this risk from this liability is minimised.

FUNDRAISING

Castle Phoenix Trust raises money for charities across all its schools.

All monies collected are done so in line with the Castle Phoenix Trust Financial Management Procedures Policy which ensures fundraising conforms to recognised standards and duties are delegated to ensure that at no point only one person counts the monies raised. With each charity collection, information is supplied to inform all who donate what the charity is specifying what it will be used for where necessary. Professional fundraisers are not employed by the Trust.

During the financial year 2020/21, the charities fundraising activities raised a total of £4,932.98. Individual schools raised monies for the following charities:

Caludon Castle School	
Sports Relief	£ 80.00
Macmillan	£ 102.00
Zoe's Place	£ 320.00
Total	£ 502.00

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Hill Farm Primary	
Cancer Research	£1,451.31
NSPCC	£ 73.00
Comic Relief	£ 192.50
Save the Children	£ 103.26
Total	£1,820.07

Foxford	
Sports Relief	£ 314.52
Children in Need	£ 488.47
Comic Relief	£ 92.60
Total	£ 895.59

Richard Lee Primary	
NSPCC	£ 251.98
Sports Relief	£ 291.61
Myton Hospice	£ 50.00
Save the Children	£ 216.92
Children in Need	£ 904.81
Total	£ 1,715.32

Streamlined Energy and Carbon Report 2020/2021

Streamlined Energy and Carbon Reporting	
UK Greenhouse gas emissions and energy use data for 1 September 2020 to 31 August 2021	
Energy consumption used to calculate emissions (kWh)	4,600,980
Gas [kWh]	3,465,748
Oil [kWh]	0
LPG [kWh]	0
Electricity [kWh]	1,127,354
Electricity Renewables [kWh]	0
Transport Fuel [kWh]	7,243
Scope 1 emissions in metric tonnes CO₂e	635.05
Gas consumption	634.79
Oil consumption	0.00
LPG consumption	0.00
Owned transport – mini-buses	0.27
Scope 2 emissions in metric tonnes CO₂e	239.37
Purchased electricity	239.37
Purchased electricity renewables	0.00
Scope 3 emissions in metric tonnes CO₂e	1.22
Business travel in employee owned vehicles [petrol / diesel]	1.22
Business travel in employee owned vehicles [electric]	0.00
Total gross emissions in metric tonnes CO₂e	875.65
Total number of students within the Trust	4,564.00
Intensity ratio Tonnes CO₂e per pupil	0.19
Quantification and Reporting Methodology	
We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2020 UK Government's Conversion Factors for Company Reporting.	
Intensity measurement	
The intensity measure we are using as a Trust assessed the Tonnes of CO ₂ e emitted per pupil and in our accounts for 2019 - 2020 the intensity ration was:	0.1
Measures planned to improve energy efficiency in the next 12 months	
We will install smart meters across all Trust sites.	
Our annual building condition reports for each school within our Trust will now have a section to look at reducing each schools carbon footprint.	
Where possible we will continue to upgrade our internal and external lighting to LED.	

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021**

Schools within our Trust 2020/2021

During the reporting year the below schools were in our Trust:

- Caludon Castle School
- Hill Farm Primary School
- Kingsbury School
- Foxford Community School
- Richard Lee Primary School
- Charter Academy

Reporting Anomalies

This report excludes the energy consumption for Caludon Castle School as this school falls under the PFI framework and is reportable under the PFI contract.

Over the reporting year there have been various metering issues with the gas meter at Foxford Community School and the electricity meters at Hill Farm Primary School. The metering issues have been reported to the relevant energy suppliers.

A full set of data is not reportable for Charter Academy as they joined our Trust in April 2021.

Energy Reduction Measures 2020/2021

During the reporting year the Trust undertook the below energy reduction measures.

Hill Farm Primary school

- Installed LED lighting and suspended ceilings in the KS2 corridors
- Installed insulation pads above the new suspended ceilings
- Installed LED lighting in the dining room and school kitchen
- Replaced failed uPVC external windows in the KS2 hall
- Replaced failed uPVC external windows in the Year 4 and Year 5 classrooms

Foxford Community School

- Replaced the Single Storey Block gas boilers
- Replaced the gas fired hot water cylinders in the Single Storey Block
- Replaced the gas fired boiler in the Post 16 Block
- Upgraded the Building Energy Management System
- Replaced the heating and hot water system pumps to variable speed pumps within the Single Storey Block plant room

Charter Academy

- Upgraded the car park lighting to LED
- Upgraded the external building lighting to LED

FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS

Castle Phoenix Trust and its Trustees/Governors do not act as the Custodian Trustees of any other charity.

AUDITOR

In so far as the Trustees are aware:

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

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**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021**

The auditors, Bishop Fleming LLP, are willing to continue in office and a resolution to appoint them will be proposed at the annual general meeting.

Trustees' report, incorporating a strategic report, approved by order of the Board of Trustees, as the company directors, on 16 December 2021 and signed on the board's behalf by:



Mark Friday
Chair of Board of Trustees

GOVERNANCE STATEMENT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

SCOPE OF RESPONSIBILITY

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

The Board of Trustees has delegated the day-to-day responsibility to the CEO, as Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between Castle Phoenix 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 Trustees' Report and in the Statement of Trustees' Responsibilities.

Board of Trustees

The purpose of the Board of Trustees is set out on page 5 of the Trustees Report. The Board of Trustees has formally met seven times during the year 2020/21. Due to COVID-19, five of the meetings were held virtually via Teams. Two of the meetings were planning for the future period. Attendance during the year at meetings of the Board of Trustees was as follows:

Trustee	Meetings attended	Out of a possible
M Friday (Chair)	7	7
P Freeth (Vice-Chair)	5	7
M Marr (CEO & Accounting Officer)	7	7
N Forrest	4	7
M Hanmer	6	7
K Ireland	6	7
J Johal	2	7
F Lloyd	2	2
M Michael	6	7
P Simpson	6	7
R Wade	5	7

F Lloyd was appointed 13/05/21

Governance Review

The Board has considered the Trust performance documents along with the School Improvement Advisory Panel feedback to ensure each school is on track with targets set and is following the Trust vision and values. Academy briefing notes are circulated to Trustees prior to meetings covering, staffing, finance, premises, Trust growth, school effectiveness, school improvement, HR and governance. The notes cover the periods since the last Board meeting and give an overview of individual establishments.

Reviews also included the consideration of the due diligence that had taken place prior to the conversion of Charter Academy and the Trust IT strategy across all individual schools.

The Board used the Trust Board planning days to formulate strategies for the period. Trustees' findings and impact following actions from the planning meeting were:

- Effective Governance – review of Governance performance in terms of:
 - Local Governing Bodies
 - Trust committees
 - Development sessions with LGB
- Identifying risks for the year

GOVERNANCE STATEMENT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

- Annual Review of schools' performance -
 - overview of school improvement strategy 2020/21
 - overview of school improvement strategy for the coming year
 - setting school priorities – targets for 2021/22
- Review of Trust aims/priorities for the coming year
- Admissions and pupil numbers
- Digital learning
- Expectations in terms of success criteria and expected outcomes for strategic aims

Finance and Resources Committee

The purpose of the Finance and Resources Committee is set out on page 4 of the Trustees Report. The Finance and Resources Committee is a sub-committee of the main Board of Trustees. The Committee formally met seven times during the year 2020/21. Due to COVID-19, all the meetings were virtual Teams meetings. Attendance during the year at meetings of the Finance and Resources Committee was as follows:

Trustee	Meetings attended	Out of a possible
M Friday (Chair)	7	7
N Forrest (Vice Chair)	6	7
M Marr (CEO)	7	7
M Hanmer	6	7
F Lloyd	2	2
B Sedgebear	6	7

F Lloyd was appointed 13/05/2021

HR & Governance Committee

The purpose of the Committee is set out on page 4 of the Trustees Report. The HR & Governance Committee is also a sub-committee of the main Board of Trustees.

The Committee formally met three times during the year 2020/21. Due to COVID-19, all the meetings were virtual Teams meetings. Attendance during the year at meetings of the HR & Governance Committee was as follows:

Trustee	Meetings attended	Out of a possible
T Watkins (Chair)	2	3
J Johal (Vice Chair)	2	3
P Freeth	2	3
R Wade	3	3

L Hancock resigned from the HR Committee on 13/11/20 which was prior to the first meeting of the year.

Audit & Risk Committee

The purpose of the Committee is set out on page 5 of the Trustees Report. The Audit & Risk Committee is also a sub-committee of the main Board of Trustees.

The Committee formally met three times during the year 2020/21. Due to COVID-19, all the meetings were virtual Teams meetings. Attendance during the year at meetings of the Audit & Risk Committee was as follows:

Trustee	Meetings attended	Out of a possible
M Michael (Chair)	3	3
R Elkin (Vice Chair) (Governor)	3	3
P Simpson (Chair)	3	3

CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)

GOVERNANCE STATEMENT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Local Governing Body Committee

All academies in Castle Phoenix Trust, Caludon Castle School, Hill Farm Primary, Kingsbury School, Foxford School, Richard Lee Primary and Charter Academy, operate a Local Governing Body Committee as sub-committees of the main Board of Trustees.

The purpose of the Local Governing Body Committee is set out on page 5 of the Trustees Report.

Caludon Castle Local Governing Body formally met five times during the year 2020/21. Due to COVID-19, all the meetings were virtual Teams meetings. Attendance during the year at meetings of the Local Governing Body Committee was as follows:

Governors	Meetings attended	Out of a possible
K Ireland (Chair)	5	5
E Brown (Vice Chair)	4	5
F Aristidou	2	2
Y Chegwidien	3	5
A Courts	0	2
A Davoile	2	2
B Sedgebear	4	5
E Over	2	2
K Howell	2	3
J Morgan	1	2
E Phillips	3	3
A Underhill	2	5

F Aristidou was appointed on 23/03/2021

A Courts resigned 09/02/2021

A Davoile end of term of office 31/01/2021

K Howell appointed 09/02/2021

J Morgan resigned 11/03/2021

E Phillips appointed 09/02/2021

Hill Farm Local Governing Body formally met six times during the year 2020/21. Due to COVID-19, five meetings were virtually held on Teams. Attendance during the year at meetings of the Local Governing Body Committee was as follows:

Governors	Meetings attended	Out of a possible
R Winters (Chair)	6	6
Z Lilley (Vice Chair)	4	4
M Brown	6	6
I Houghton	5	6
J Parsons	2	3
N Proctor	5	6

Z Lilley resigned 05/05/2021

J Parsons resigned 01/04/2021

Kingsbury Local Governing Body formally met six times during the year 2020/21. Due to COVID-19, five meetings were virtually held on Teams. Attendance during the year at meetings of the Local Governing Body Committee was as follows:

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GOVERNANCE STATEMENT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Governors	Meetings attended	Out of a possible
H Hewlett (Chair)	4	6
D Peace (Vice Chair)	6	6
S Dawson	3	3
M Dugdale	5	6
S Essex	4	6
E Hart	3	3
D Hughes	3	3
M Martin	4	4
C Pearce	2	4
R Scarsbrook	6	6
N Williams	3	3

H Hewlett, no change in Chair from previous year, name change

S Dawson appointed 12/02/2021

S Essex resigned 22/06/2021

E Hart appointed 12/02/2021

D Hughes appointed 12/02/2021

M Martin appointed 12/01/2021

C Pearce resigned 26/04/2021

N Williams appointed 12/02/2021

Foxford Local Governing Body formally met six times during the year 2020/21. Due to COVID-19, all meetings were virtually held on Teams. Attendance during the year at meetings of the Local Governing Body Committee was as follows:

Governors	Meetings attended	Out of a possible
R Elkin (Chair)	6	6
M Simpson (Vice Chair)	6	6
D Clews	3	6
K Datto	6	6
N Grierson	1	4
D Hughes	1	6
G Meek	2	4
H Natali	6	6
C Winton	3	4

N Grierson resigned on 01/05/2021

G Meek resigned on 19/04/2021

C Winton appointed 20/11/2020

Richard Lee Local Governing Body formally met six times during the year 2020/21. Due to COVID-19, all meetings were virtually held on Teams. Attendance during the year at meetings of the Local Governing Body Committee was as follows:

Governors	Meetings attended	Out of a possible
L Gadsby (Chair)	6	6
T Lane (Vice Chair)	4	6
L Anderson	4	6
J Applegarth	6	6
D Jenkins	5	6
S Joyce	6	6
J Taylor	3	6
K Williams	4	6

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GOVERNANCE STATEMENT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Charter Academy Local Governing Body, after joining the Trust on 1 April 2021, formally met once during the year 2020/21. Attendance at the meeting of the Local Governing Body Committee was as follows:

Governors	Meetings attended	Out of a possible
B Cooper (Chair)	1	1
M Roberts (Vice Chair)	1	1
F Beechey	0	1
S Davoille	0	1
D Goulding	1	1
Z Muttaqi	0	1
L Yeadon	1	1

F Beechey resigned 20/07/2021

Z Muttaqi resigned 15/06/2021

REVIEW OF VALUE FOR MONEY

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

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

- Monthly Finance and Premises meetings take place with each individual school. These enable early identification of potential expense or additional income, which can be used to inform the Finance & Resources Committee and Board of Trustees.
- Contracts are reviewed across the Trust as individual schools have a contract end. The DfE approved framework is used along with the ESPO framework to achieve value for money.
- A Trust ICT framework plan is ongoing from the previous year which will enable staff across the Trust the ability to connect with users at other sites to enable collaborative learning, teaching, leadership and management.
- The Trust Financial Management Procedures policy is reviewed to ensure the procurement section reflects current legal requirements, including the tender process, and ensure best value quotes are secured.
- ASCL have carried out training in ICFP and the exercise has been carried out across the Trust. Internal training will be carried out in the new financial year with individual schools.
- Central services are reviewed as natural wastage occurs.
- Central services review the quality of curriculum provision and quality of teaching across the Trust.
- The risk register now includes 20 higher level risks of which 13 risks were specifically allocated for schools to assess, control and update their risk register each term.

GOVERNANCE STATEMENT (CONTINUED)
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 ongoing process designed to identify and prioritise the risks the achievement of Academy Trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Castle Phoenix Trust for the period from 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 Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the Academy Trust's significant risks that have 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 Academy Trust's system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability. In particular it includes:

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees;
- regular reviews by the Finance & 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 (assets 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 appointed MLG Education Services as internal auditor.

The internal auditor's role includes giving advice on financial matters and performing a range of checks on the Academy Trust's financial systems. In particular the checks carried out in the current period included:

- Sample testing on a range of financial transactions and processes.
- Reviewed the key issues identified by the external auditor in the audit findings/management letter
- Carried out a review of the risk register, pupil number forecasts and the performance of the trust against the Academies Financial Handbook "Musts"
- Remote Learning as a school improvement risk.

The Internal Scrutiny Report goes to the Board of Trustees, through the Audit & Risk Committee on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities.

GOVERNANCE STATEMENT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 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 external and internal auditors
- The work of the managers and governors within the Academy Trust who have responsibility for the development and maintenance of the internal control framework

The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the Audit & Risk Committee and a plan to ensure continuous improvement of the system is in place.

Approved by order of the Trustees of the Board of Trustees on ~~16 December 2021~~ and signed on its behalf by:



Mark Friday
Chair of Board of Trustees



Michele Marr
Accounting Officer

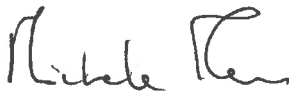
**CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)**

STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE

As accounting officer of Castle Phoenix Trust I have considered my responsibility to notify the Multi Academy Trust board of Trustees and the Education & Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the Multi Academy Trust, under the funding agreement in place between the Multi Academy Trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2020.

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



Michele Marr
Accounting Officer

Date: 16 December 2024

CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2021

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

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

Approved by order of the members of the Board of Trustees on
16 December 2021 and signed on its behalf by:



M Friday
Chair of Board of Trustees

**CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)**

INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF CASTLE PHOENIX TRUST

Opinion

We have audited the financial statements of Castle Phoenix Trust (the 'multi academy trust') for the year ended 31 August 2021 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the Multi Academy Trust'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; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities SORP 2019 and the 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 Multi Academy Trust in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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 Multi Academy Trust'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.

**CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)**

INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF CASTLE PHOENIX TRUST (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. 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. 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF CASTLE PHOENIX TRUST (CONTINUED)

Auditors' responsibilities for the audit of the financial statements

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

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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- the nature of the Academy sector, control environment and the Multi Academy Trust's performance;
- results of our enquiries of management and the Trustee board, including the committees charged with governance over the Multi Academy Trust's finance and control, about their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the Multi Academy Trust's documentation of their policies and procedures relating to: identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance; detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; the internal controls established to mitigate risks of fraud or noncompliance with laws and regulations;
- how the Multi Academy Trust ensured it met its obligations arising from it being financed by the ESFA and other funders, and as such material compliance with these obligations is required to ensure the Multi Academy Trust will continue to receive its public funding and be authorised to operate, including around ensuring there is no material unauthorised use of funds and expenditure;
- how the Multi Academy Trust ensured it met its obligations to its principal regulator, the Secretary of State for Education; and
- the matters discussed among the audit engagement team and involving relevant internal Academy specialists regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud, which included incorrect recognition of revenue, management override of controls using manual journal entries, procurement and payroll. We identified the greatest potential for fraud as incorrect recognition of revenue and management override using manual journal entries.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. We also obtained an understanding of the legal and regulatory frameworks that the Multi Academy Trust operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the Academies Accounts Direction, Academies Financial Handbook, UK Companies Act and tax legislation.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the Multi Academy Trust's ability to operate or to avoid a material penalty. These included safeguarding regulations, data protection regulations, occupational health and safety regulations, education and inspections legislation, building legislation and employment legislation.

Our procedures to respond to risks identified included the following:

INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF CASTLE PHOENIX TRUST (CONTINUED)

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- reviewing the financial statement disclosures and testing to supporting documentation to assess the recognition of revenue;
- enquiring of Trustees and management and those charged with governance concerning actual and potential litigation and claims;
- performing procedures to confirm material compliance with the requirements of its regulators;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing internal control reports; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; and assessing whether the judgements made in making accounting estimates are indicative of a potential bias.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from an error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

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 Auditors' report.

Use of our report

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

**CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)**

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



Andrew Wood FCCA (Senior statutory auditor)

for and on behalf of

Bishop Fleming LLP

Chartered Accountants

Statutory Auditors

1-3 College Yard

Worcester

WR1 2LB

Date: 17th December 2021

**CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)**

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO CASTLE PHOENIX TRUST AND THE EDUCATION & SKILLS FUNDING AGENCY

In accordance with the terms of our engagement letter dated 12 October 2020 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 Castle Phoenix Trust during the year 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 Castle Phoenix Trust and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Castle Phoenix Trust and ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Castle Phoenix Trust and ESFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Castle Phoenix Trust's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of Castle Phoenix Trust's funding agreement with the Secretary of State for Education dated 31 January 2013 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 year 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 ESFA. We performed a limited assurance engagement as defined in our engagement letter.

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity.

A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

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

Our work on regularity included a review of the internal controls policies and procedures that have been implemented and an assessment of their design and effectiveness to understand how the academy complied with the framework of authorities. We also reviewed the reports commissioned by the trustees to assess the internal controls throughout the year.

**CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)**

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

Conclusion

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 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.



Andrew Wood FCCA (Reporting Accountant)
Bishop Fleming LLP
Chartered Accountants
Statutory Auditors
1-3 College Yard
Worcester
WR1 2LB

Date: 17th December 2021

CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2021

		Unrestricted funds 2021 £	Restricted funds 2021 £	Restricted fixed asset funds 2021 £	Total funds 2021 £	Total funds 2020 £
	Note					
Income from:						
Donations and capital grants	4	-	(881,684)	4,852,323	3,970,639	717,365
Other trading activities	6	59,324	220,737	-	280,061	550,385
Investments	7	925	-	-	925	2,909
Charitable activities	5	188,050	26,973,827	-	27,161,877	25,156,398
Teaching schools	31	-	93,469	-	93,469	162,302
Total income		248,299	26,406,349	4,852,323	31,506,971	26,589,359
Expenditure on:						
Charitable activities	8	63,124	28,279,976	2,622,197	30,965,297	28,341,971
Total expenditure		63,124	28,279,976	2,622,197	30,965,297	28,341,971
Net movement in funds before other recognised gains/(losses)		185,175	(1,873,627)	2,230,126	541,674	(1,752,612)
Other recognised gains/(losses):						
Actuarial losses on defined benefit pension schemes	26	-	(1,382,000)	-	(1,382,000)	(2,519,000)
Net movement in funds		185,175	(3,255,627)	2,230,126	(840,326)	(4,271,612)
Reconciliation of funds:						
Total funds brought forward		3,373,338	(13,836,488)	37,987,917	27,524,767	31,796,379
Net movement in funds		185,175	(3,255,627)	2,230,126	(840,326)	(4,271,612)
Total funds carried forward		3,558,513	(17,092,115)	40,218,043	26,684,441	27,524,767

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 47 to 76 form part of these financial statements.

CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)
REGISTERED NUMBER:08331385

BALANCE SHEET
AS AT 31 AUGUST 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	15	38,925,352	37,563,091
Current assets			
Debtors	16	598,235	981,972
Cash at bank and in hand		7,606,106	5,958,380
		8,204,341	6,940,352
Creditors: amounts falling due within one year	17	(1,945,252)	(2,129,676)
Net current assets		6,259,089	4,810,676
Total assets less current liabilities		45,184,441	42,373,767
Net assets excluding pension liability		45,184,441	42,373,767
Defined benefit pension scheme liability	26	(18,500,000)	(14,849,000)
Total net assets		26,684,441	27,524,767
Funds of the Multi Academy Trust			
Restricted funds:			
Fixed asset funds	19	40,218,043	37,987,917
General funds	19	1,407,885	1,012,512
Restricted funds excluding pension asset	19	41,625,928	39,000,429
Pension reserve	19	(18,500,000)	(14,849,000)
Total restricted funds	19	23,125,928	24,151,429
Unrestricted income funds			
General funds	19	3,558,513	3,373,338
Unrestricted funds	19	3,558,513	3,373,338
Total funds		26,684,441	27,524,767

CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)
REGISTERED NUMBER:08331385

BALANCE SHEET (CONTINUED)
AS AT 31 AUGUST 2021

The financial statements on pages 43 to 76 were approved by the Trustees, and authorised for issue on
16 December 2021 and are signed on their behalf, by:



M Friday
Chair of Board of Trustees

The notes on pages 47 to 76 form part of these financial statements.

CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	21	790,128	(11,296)
Cash flows from investing activities	22	857,598	297,191
Change in cash and cash equivalents in the year		1,647,726	285,895
Cash and cash equivalents at the beginning of the year		5,958,380	5,675,485
Cash and cash equivalents at the end of the year	23, 24	7,606,106	5,961,380

The notes on pages 47 to 76 form part of these financial statements

**CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021**

1. GENERAL INFORMATION

Castle Phoenix Trust is a company limited by guarantee, incorporated in England and Wales. The registered office is Axholme Road, Wyken, Coventry, CV2 5BD.

2. ACCOUNTING POLICIES

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

2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements of the Multi Academy Trust, which is a public benefit entity under FRS 102, have been prepared under the historic cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2020 to 2021 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

2.2 GOING CONCERN

The Trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Multi Academy Trust to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the 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.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021**

2. ACCOUNTING POLICIES (continued)

2.3 INCOME

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

• **Grants**

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

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

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

• **Donations**

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

• **Other income**

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

2.4 EXPENDITURE

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

• **Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.

2.5 INTEREST RECEIVABLE

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

2. ACCOUNTING POLICIES (continued)

2.6 TANGIBLE FIXED ASSETS

Assets costing £2,500 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

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

On conversion the Academy Trust was granted a 125 year lease from the Local Authority for the land and buildings previously occupied by the Local Authority school. On conversion the long term leasehold property was recognised as a donation from the Local Authority and was valued using the depreciated replacement cost method.

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:

Depreciation is provided on the following bases:

Long term leasehold property	- Land: over 125 years Buildings: over 50 years Improvements: over 10 years
Fixtures and fittings	- over 5 years
Computer equipment	- over 3 years
Motor vehicles	- over 10 years

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.

2.7 DEBTORS

Trade and other debtors with no stated interest rate and due within one year are recorded at the amount of the cash or other consideration expected to be received. Prepayments are valued at the amount paid.

2.8 CASH AT BANK AND IN HAND

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account and cash on deposit that has a notice period of less than 30 days.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

2. ACCOUNTING POLICIES (continued)

2.9 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.

2.10 FINANCIAL INSTRUMENTS

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

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 18. Prepayments are not financial instruments. Cash at bank is classified as a basic financial instrument and is measured at face value.

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 18. 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.

2.11 OPERATING LEASES

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

2. ACCOUNTING POLICIES (continued)

2.12 PENSIONS

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

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Multi Academy Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary 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 Multi Academy Trust in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of financial activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

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

2.13 CONVERSION TO AN ACADEMY TRUST

The conversion from a state maintained school to a Multi Academy Trust involved the transfer of identifiable assets and liabilities and the operation of the school for £NIL consideration. The substance of the transfer is that of a gift and it has been accounted for on that basis as set out below.

The assets and liabilities transferred on conversion from Charter Primary School to the Multi Academy Trust have been valued at their fair value. The fair value has been derived based on that of equivalent items. The amounts have been recognised under the appropriate Balance sheet categories, with a corresponding amount recognised in Income from Donations and Capital Grants in the Statement of financial activities and analysed under unrestricted funds, restricted general funds and restricted fixed asset funds.

Further details of the transaction are set out in note 25.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021**

2. ACCOUNTING POLICIES (continued)

2.14 FUND ACCOUNTING

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

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

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

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

3. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGMENT

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

Critical accounting estimates and assumptions:

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 26, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 August 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.

CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

4. INCOME FROM DONATIONS AND CAPITAL GRANTS

	Restricted funds 2021 £	Restricted fixed asset funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations & capital grants				
Donations – transfer from local authority on conversion	(930,844)	3,547,000	2,616,156	-
	(930,844)	3,547,000	2,616,156	-
Donations	49,160	-	49,160	18,850
Capital Grants	-	1,305,323	1,305,323	698,515
	49,160	1,305,323	1,354,483	717,365
TOTAL 2021	(881,684)	4,852,323	3,970,639	717,365

CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

5. FUNDING FOR THE MULTI ACADEMY TRUST'S EDUCATION

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
DfE/ESFA GRANTS				
OTHER DfE/ESFA GRANTS				
General Annual Grant	-	23,056,732	23,056,732	22,051,973
Start up Grants	-	70,000	70,000	-
Pupil premium	-	1,147,466	1,147,466	1,021,895
Free school meals	-	139,711	139,711	110,419
Early years	-	198,881	198,881	170,628
Teachers Pay grant	-	266,185	266,185	264,667
Teachers Pension grant	-	756,731	756,731	799,873
Other government grants	-	103,517	103,517	16,315
	-	25,739,223	25,739,223	24,435,770
OTHER GOVERNMENT GRANTS				
High needs	-	54,207	54,207	83,093
	-	54,207	54,207	83,093
COVID-19 ADDITIONAL FUNDING (DfE/ESFA)				
Catch-up Premium	-	299,060	299,060	-
Mass testing	-	66,910	66,910	-
Emergency support	-	22,331	22,331	-
Other DfE/ESFA COVID-19 funding	-	35,592	35,592	-
	-	423,893	423,893	-
OTHER FUNDING				
Internal catering income	173,645	-	173,645	218,508
Other income	14,405	756,504	770,909	419,027
	188,050	756,504	944,554	637,535
TOTAL 2021	188,050	26,973,827	27,161,877	25,156,398
TOTAL 2020	236,530	24,919,868	25,156,398	

Following the reclassification in the Academies Accounts Direction 2020/21 of some grants received from the Department of Education and ESFA, the multi academy trust's funding for Universal Infant Free School Meals and Pupil Premium is no longer reported under the Other DfE grants heading, but as separate lines under the Other DfE/ESFA grants heading. The prior year numbers have been reclassified.

CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

6. INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Consultancy	5,682	-	5,682	-
Other	53,642	220,737	274,379	550,385
TOTAL 2021	59,324	220,737	280,061	550,385
TOTAL 2020	147,677	402,708	550,385	

7. INVESTMENT INCOME

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Bank interest	925	925	2,909
TOTAL 2021	925	925	2,909

8. EXPENDITURE

	Staff Costs 2021 £	Premises 2021 £	Other 2021 £	Total 2021 £	Total 2020 £
EDUCATION:					
Direct costs	17,795,004	2,622,197	(549,299)	19,867,902	19,492,989
Allocated support costs	4,451,646	640,820	4,119,436	9,211,902	8,765,009
Direct costs	-	-	1,774,246	1,774,246	-
TEACHING SCHOOL:					
Direct costs	66,101	-	45,146	111,247	83,973
TOTAL 2021	22,312,751	3,263,017	5,389,529	30,965,297	28,341,971
TOTAL 2020	21,222,054	2,201,332	4,918,585	28,341,971	

CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

9. ANALYSIS OF EXPENDITURE BY ACTIVITIES

	Direct costs	Support	Total	Total
	2021	costs	funds	funds
	£	2021	2021	2020
		£	£	£
Education	19,867,901	9,211,902	29,079,803	28,257,998
Nursery	1,774,246	-	1,774,246	-
Teaching school	111,248	-	111,248	83,973
TOTAL 2021	21,753,395	9,211,902	30,965,297	28,341,971
TOTAL 2020	19,576,962	8,765,009	28,341,971	

ANALYSIS OF DIRECT COSTS

	Total	Total
	funds	funds
	2021	2020
	£	£
Pension finance costs	88,540	95,000
Staff costs	17,825,770	16,876,678
Depreciation	847,951	830,659
Educational supplies	333,292	328,846
Examination fees	160,881	306,928
Staff development	101,703	256,838
Other costs	371,437	535,055
Supply teachers	128,311	206,550
Impairment of tangible fixed assets	1,774,246	-
Technology costs	121,264	140,408
TOTAL	21,753,395	19,576,962

CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

9. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)

ANALYSIS OF SUPPORT COSTS

	Total funds 2021 £	Total funds 2020 £
Pension finance costs	144,460	116,000
Staff costs	4,563,271	4,088,324
Other costs	249,900	168,246
Recruitment and support	14,343	14,232
Maintenance of premises and equipment	640,821	624,375
Rent and rates	168,950	128,752
Energy costs	367,867	327,529
Insurance	105,967	101,303
Security and transport	86,599	112,013
Catering	236,227	262,578
Technology costs	214,993	255,028
Office overheads	152,507	137,847
Professional costs	405,316	761,371
Service level agreements	720,737	419,605
PFI Charges	1,123,559	1,221,986
Educational consultancy	6,000	25,820
Legal costs - conversion	3,250	-
Legal costs - other	7,135	-
TOTAL	9,211,902	8,765,009

10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) for the year includes:

	2021 £	2020 £
Operating lease rentals	20,308	51,507
Depreciation of tangible fixed assets	847,951	830,659
Fees paid to auditors for:		
- audit	22,270	20,995
- other services	9,435	7,110

CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

11. STAFF

a. STAFF COSTS

Staff costs during the year were as follows:

	2021 £	2020 £
Wages and salaries	15,867,716	15,315,181
Social security costs	1,627,455	1,501,133
Pension costs	4,893,870	4,148,688
	<u>22,389,041</u>	<u>20,965,002</u>
Agency staff costs	128,296	206,550
	<u>22,517,337</u>	<u>21,171,552</u>

Staff restructuring costs comprise:

	2021 £	2020 £
Severance payments	-	30,871
	<u>-</u>	<u>30,871</u>

b. NON-STATUTORY/NON-CONTRACTUAL STAFF SEVERANCE PAYMENTS

Included in staff restructuring costs are non-contractual severance payments totalling £0 (2020: £30,871). Individually the payments were: £0 (2020: £7,438 and £23,433).

c. STAFF NUMBERS

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

	2021 No.	2020 No.
Teaching Staff	249	236
Support Staff	389	381
Leadership	61	54
	<u>699</u>	<u>671</u>

CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

11. STAFF (CONTINUED)

c. STAFF NUMBERS (CONTINUED)

The average headcount expressed as full-time equivalents was:

	2021	2020
	No.	No.
Teaching Staff	231	211
Support Staff	216	207
Leadership	57	52
	504	470

d. HIGHER PAID STAFF

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

	2021	2020
	No.	No.
In the band £60,001 - £70,000	10	16
In the band £70,001 - £80,000	4	6
In the band £80,001 - £90,000	2	4
In the band £90,001 - £100,000	-	1
In the band £100,001 - £110,000	-	1
In the band £110,001 - £120,000	1	-
In the band £120,001 - £130,000	-	1

e. KEY MANAGEMENT PERSONNEL

The key management personnel of the Multi Academy Trust comprise the Trustees (who do not receive remuneration for their role as 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 Multi Academy Trust was £861,945 (2020 - £821,338).

**CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021**

12. CENTRAL SERVICES

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

- School improvement
- Finance
- Premises
- Human resources
- Governance
- ICT

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

5.25% of GAG for each financial year.

The actual amounts charged during the year were as follows:

	2021 £	2020 £
Caludon Castle School	434,566	-
Hill Farm Primary School	114,766	91,682
Kingsbury School	386,092	125,870
Foxford School	310,687	190,475
Richard Lee Primary School	93,692	67,125
TOTAL	1,339,803	475,152

13. TRUSTEES' REMUNERATION AND EXPENSES

The Headteacher and other staff Trustees only receive remuneration in respect of services they provide undertaking the roles of Headteacher and staff under their contracts of employment, and not in respect of their services as Trustees. Other Trustees did not receive any payments from the Academy Trust in respect of their role as Trustees. The value of Trustees' remuneration and other benefits was as follows: Mrs M Marr: Remuneration £105,000 - £110,000 (2020 - £110,000 - £115,000), Employer's pension contributions £25,000 - £30,000 (2020 - £25,000 - £30,000).

During the year ended 31 August 2021, expenses totalling £99 were reimbursed or paid directly to 1 Trustee (2020 - £335 to 3 Trustees).

14. TRUSTEES' AND OFFICERS' INSURANCE

In accordance with normal commercial practice, the Multi Academy Trust has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business. The insurance provides cover up to £5,000,000 on any one claim.

CASTLE PHOENIX TRUST
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

15. TANGIBLE FIXED ASSETS

	Leasehold property £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Total £
COST OR VALUATION					
At 1 September 2020	39,501,246	53,055	162,006	168,561	39,884,868
Additions	418,144	-	-	19,314	437,458
Acquired on conversion	3,547,000	-	-	-	3,547,000
At 31 August 2021	43,466,390	53,055	162,006	187,875	43,869,326
DEPRECIATION					
At 1 September 2020	2,002,905	24,054	126,257	168,561	2,321,777
Charge for the year	826,678	5,304	14,593	1,376	847,951
Impairment charge	1,774,246	-	-	-	1,774,246
At 31 August 2021	4,603,829	29,358	140,850	169,937	4,943,974
NET BOOK VALUE					
At 31 August 2021	38,862,561	23,697	21,156	17,938	38,925,352
At 31 August 2020	37,498,341	29,001	35,749	-	37,563,091

During the year the land and buildings at Richard Lee Primary School were subject to an ESFA valuation. The previous valuation was an informal estimate on conversion. This has led to an impairment loss of £1,774,246 being recognised.

16. DEBTORS

	2021 £	2020 £
DUE WITHIN ONE YEAR		
Trade debtors	34,649	224,872
Other debtors	46,847	47,512
Prepayments and accrued income	229,556	196,913
VAT recoverable	287,183	512,675
	598,235	981,972

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17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade creditors	610,032	1,149,436
Other taxation and social security	131,816	117,989
Other creditors	968,168	802,880
Accruals and deferred income	235,236	59,371
	<u>1,945,252</u>	<u>2,129,676</u>
	2021 £	2020 £
Deferred income at 1 September 2020	(10,366)	-
Resources deferred during the year	(156,069)	27,490
Amounts released from previous periods	10,366	(37,856)
	<u>(156,069)</u>	<u>(10,366)</u>

At the balance sheet date the Multi Academy Trust was holding funds received in advance in relation to Universal Infant Free School Meals that relates to 2021/22.

18. FINANCIAL INSTRUMENTS

	2021 £	2020 £
FINANCIAL ASSETS		
Financial assets measured at fair value through income and expenditure	<u>7,606,106</u>	<u>5,958,380</u>
	2021 £	2020 £
FINANCIAL LIABILITIES		
Other financial liabilities measured at fair value through income and expenditure	<u>(1,646,791)</u>	<u>(2,070,305)</u>

Financial assets that are debt instruments measured at amortised cost comprise cash at bank and in hand, trade debtors, other debtors and accrued income.

Financial liabilities measured at amortised cost comprise trade creditors, other creditors and accruals.

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NOTES TO THE FINANCIAL STATEMENTS
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19. STATEMENT OF FUNDS

	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2021 £
UNRESTRICTED FUNDS						
General Funds	3,373,338	248,299	(63,124)	(1,000,000)	-	2,558,513
General Funds - designated capital	-	-	-	1,000,000	-	1,000,000
	<u>3,373,338</u>	<u>248,299</u>	<u>(63,124)</u>	<u>-</u>	<u>-</u>	<u>3,558,513</u>
RESTRICTED GENERAL FUNDS						
General Annual Grant (GAG)	757,385	23,056,732	(22,643,582)	-	-	1,170,535
Other DfE/ESFA	-	3,074,285	(3,074,285)	-	-	-
Other Government Grants	-	83,822	(83,822)	-	-	-
Other Restricted Funds	-	1,145,041	(1,145,041)	-	-	-
Teaching school	255,127	93,469	(111,246)	-	-	237,350
Pension reserve	(14,849,000)	(1,047,000)	(1,222,000)	-	(1,382,000)	(18,500,000)
	<u>(13,836,488)</u>	<u>26,406,349</u>	<u>(28,279,976)</u>	<u>-</u>	<u>(1,382,000)</u>	<u>(17,092,115)</u>
RESTRICTED FIXED ASSET FUNDS						
Fixed assets transferred on conversion	34,532,676	3,547,000	-	-	-	38,079,676
DfE/ESFA Capital Funding	3,455,241	1,305,323	(2,622,197)	-	-	2,138,367
	<u>37,987,917</u>	<u>4,852,323</u>	<u>(2,622,197)</u>	<u>-</u>	<u>-</u>	<u>40,218,043</u>
TOTAL RESTRICTED FUNDS	<u>24,151,429</u>	<u>31,258,672</u>	<u>(30,902,173)</u>	<u>-</u>	<u>(1,382,000)</u>	<u>23,125,928</u>

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19. STATEMENT OF FUNDS (CONTINUED)

TOTAL FUNDS	27,524,767	31,506,971	(30,965,297)	-	(1,382,000)	26,684,441
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

19. STATEMENT OF FUNDS (CONTINUED)

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

UNRESTRICTED FUNDS:

Unrestricted – designated capital – income received that has been designated to support ongoing capital projects at Foxford.

RESTRICTED FUNDS:

General Annual Grant (GAG) - Income from the ESFA which is to be used for the normal running costs of the Academy, including education and support costs.

High Needs funding - Funding received by the Local Authority to fund further support for students with additional needs.

Pupil Premium (PP) - Income from the ESFA which is to be used to address the current inequalities by ensuring that funding to tackle disadvantage reaches the students who need it most.

Start Up grant (SUG) – This represents one off funding received from the ESFA to contribute to the cost of converting from a school to an Academy.

Other ESFA/DfE and Government grants - Income which has been received for specific purposes.

Teaching school - Income which is used to fund trainee teachers that are leaning in house, rather than through university.

Free School Meals (FSM) - Income received from the ESFA to provide Free School Meals.

Other restricted income - This relates to income received that has to be spent on specific expenses.

Pension reserve – This represents the Academy Trust's share of the assets and liabilities in the Local Government Pension Scheme (LGPS).

CAPITAL GRANTS:

Fixed assets transferred on conversion - This represents the buildings and equipment donated to the school from the Local Authority on conversion to an Academy.

Fixed assets purchased from GAG - This represents capital assets that have been purchased out of restricted GAG funding.

Devolved Formula Capital (DFC) - This represents funding from the ESFA to cover maintenance and purchase of the schools assets.

Other ESFA capital grants - This represents funding from the ESFA to cover maintenance and purchase of the schools assets.

OTHER INFORMATION:

Under the funding agreement with the Secretary of State, the Multi Academy Trust was not subject to a limit on the amount of GAG it could carry forward at 31 August 2021.

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19. STATEMENT OF FUNDS (CONTINUED)

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

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2020 £
UNRESTRICTED FUNDS						
General Funds - all funds	3,050,332	387,116	(64,110)	-	-	3,373,338
RESTRICTED GENERAL FUNDS						
General Annual Grant (GAG)	2,015,742	22,756,293	(23,976,097)	(38,553)	-	757,385
Other DfE/ESFA	-	1,626,348	(1,626,348)	-	-	-
Other Government Grants	-	136,152	(136,152)	-	-	-
Other Restricted Funds	-	822,633	(822,633)	-	-	-
Teaching school	176,797	162,302	(83,972)	-	-	255,127
Pension reserve	(11,528,000)	-	(802,000)	-	(2,519,000)	(14,849,000)
	<u>(9,335,461)</u>	<u>25,503,728</u>	<u>(27,447,202)</u>	<u>(38,553)</u>	<u>(2,519,000)</u>	<u>(13,836,488)</u>
RESTRICTED FIXED ASSET FUNDS						
Fixed assets transferred on conversion	35,302,722	-	(770,046)	-	-	34,532,676
DfE/ESFA Capital Funding	2,778,786	698,515	(60,613)	38,553	-	3,455,241
	<u>38,081,508</u>	<u>698,515</u>	<u>(830,659)</u>	<u>38,553</u>	<u>-</u>	<u>37,987,917</u>
TOTAL RESTRICTED FUNDS	<u>28,746,047</u>	<u>26,202,243</u>	<u>(28,277,861)</u>	<u>-</u>	<u>(2,519,000)</u>	<u>24,151,429</u>
TOTAL FUNDS	<u>31,796,379</u>	<u>26,589,359</u>	<u>(28,341,971)</u>	<u>-</u>	<u>(2,519,000)</u>	<u>27,524,767</u>

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NOTES TO THE FINANCIAL STATEMENTS
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19. STATEMENT OF FUNDS (CONTINUED)

Total funds analysis by academy

Fund balances at 31 August 2021 were allocated as follows:

	2021 £	2020 £
Caludon Castle School	-	1,741,401
Hill Farm Primary School	-	1,985,023
Kingsbury School	-	116,165
Richard Lee Primary School	-	81,368
Foxford School	-	430,302
Central	4,966,398	31,591
Total before fixed asset funds and pension reserve	4,966,398	4,385,850
Restricted fixed asset fund	40,218,043	37,987,917
Pension reserve	(18,500,000)	(14,849,000)
TOTAL	26,684,441	27,524,767

The Trust opted to reserve pool from 1 September 2020. The individual academy reserves carried forward are therefore shown as nil at the year end.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

19. STATEMENT OF FUNDS (CONTINUED)

TOTAL COST ANALYSIS BY ACADEMY

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

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2021 £	Total 2020 £
Caludon Castle School	5,795,619	1,083,972	173,917	2,362,230	9,415,738	10,628,716
Hill Farm Primary School	1,927,108	223,043	24,898	648,734	2,823,783	2,682,565
Kingsbury School	2,907,747	631,492	32,768	544,260	4,116,267	4,372,133
Richard Lee Primary School	1,579,639	348,018	11,040	362,338	2,301,035	2,468,946
Foxford School	4,397,554	1,114,220	111,516	767,854	6,391,144	6,556,952
Charter Academy	497,815	104,597	16,091	139,819	758,322	-
Central	348,288	440,929	640	524,954	1,314,811	-
MULTI ACADEMY TRUST	17,453,770	3,946,271	370,870	5,350,189	27,121,100	26,709,312

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT YEAR

	Unrestricted funds 2021 £	Restricted funds 2021 £	Restricted fixed asset funds 2021 £	Total funds 2021 £
Tangible fixed assets	-	-	38,925,352	38,925,352
Current assets	3,558,513	3,353,137	1,292,691	8,204,341
Creditors due within one year	-	(1,945,252)	-	(1,945,252)
Provisions for liabilities and charges	-	(18,500,000)	-	(18,500,000)
TOTAL	3,558,513	(17,092,115)	40,218,043	26,684,441

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS (CONTINUED)

ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR YEAR

	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £
Tangible fixed assets	-	-	37,563,091	37,563,091
Current assets	3,373,338	3,142,188	424,826	6,940,352
Creditors due within one year	-	(2,129,676)	-	(2,129,676)
Provisions for liabilities and charges	-	(14,849,000)	-	(14,849,000)
TOTAL	3,373,338	(13,836,488)	37,987,917	27,524,767

21. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income/(expenditure) for the year (as per Statement of financial activities)	541,674	(1,752,612)
ADJUSTMENTS FOR:		
Depreciation	2,622,197	830,659
Capital grants from DfE and other capital income	(1,295,981)	(698,515)
Interest receivable	925	2,909
Defined benefit pension scheme cost less contributions payable	989,000	591,000
Defined benefit pension scheme finance cost	233,000	211,000
Decrease in debtors	383,737	357,101
(Decrease)/increase in creditors	(184,424)	447,162
Fixed assets transferred on conversion	(3,547,000)	-
Pension inherited on conversion	1,047,000	-
NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES	790,128	(11,296)

CASTLE PHOENIX TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

22. CASH FLOWS FROM INVESTING ACTIVITIES

	2021 £	2020 £
Interest receivable	(925)	(2,909)
Purchase of tangible fixed assets	(437,458)	(398,415)
Capital grants from DfE Group	1,295,981	698,515
NET CASH PROVIDED BY INVESTING ACTIVITIES	857,598	297,191

23. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021 £	2020 £
Cash in hand and at bank	7,606,106	5,961,380
TOTAL CASH AND CASH EQUIVALENTS	7,606,106	5,961,380

24. ANALYSIS OF CHANGES IN NET DEBT

	At 1 September 2020 £	Cash flows £	At 31 August 2021 £
Cash at bank and in hand	5,958,380	1,647,726	7,606,106
	5,958,380	1,647,726	7,606,106

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NOTES TO THE FINANCIAL STATEMENTS
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25. CONVERSION TO AN ACADEMY TRUST

On 01/04/2021 Charter Primary School converted to academy trust status under the Academies Act 2010 and all the operations and assets and liabilities were transferred to Castle Phoenix Trust from Coventry County Council for £NIL consideration.

The transfer has been accounted for as a combination that is in substance a gift. The assets and liabilities transferred were valued at their fair value and recognised in the Balance sheet under the appropriate heading with a corresponding net amount recognised as a net gain in the Statement of financial activities as Income from Donations and Capital Grants - transfer from local authority on conversion.

The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the Statement of financial activities.

	Restricted funds £	Restricted fixed asset funds £	Total funds £
TANGIBLE FIXED ASSETS			
Leasehold land and buildings	-	3,547,000	3,547,000
CURRENT ASSETS			
Cash - representing budget surplus on LA funds	116,156	-	116,156
Defined benefit pension scheme liability	(1,047,000)	-	(1,047,000)
NET (LIABILITIES)/ASSETS	(930,844)	3,547,000	2,616,156

26. PENSION COMMITMENTS

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

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

There were no outstanding or prepaid contributions at either the beginning or the end of the financial year.

TEACHERS' PENSION SCHEME

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

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

**NOTES TO THE FINANCIAL STATEMENTS
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26. PENSION COMMITMENTS (CONTINUED)

VALUATION OF THE TEACHERS' PENSION SCHEME

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

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

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

The employer's pension costs paid to TPS in the year amounted to £2,605,047 (2020 - £2,118,109).

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

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

LOCAL GOVERNMENT PENSION SCHEME

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2021 was £1,568,000 (2020 - £1,475,000), of which employer's contributions totalled £1,300,000 (2020 - £1,221,000) and employees' contributions totalled £ 268,000 (2020 - £254,000). The agreed contribution rates for future years are 17.7% - 22.3% per cent for employers and 5.5% - 8.5% per cent for employees.

As described in note 25 the LGPS obligation relates to the employees of the Multi Academy Trust, who were the employees transferred as part of the conversion from the maintained school and new employees who were eligible to, and did, join the Scheme in the year. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and the Multi Academy Trust at the balance sheet date.

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

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26. PENSION COMMITMENTS (CONTINUED)

PRINCIPAL ACTUARIAL ASSUMPTIONS

	2021	2020
	%	%
Rate of increase in salaries	3.70 - 3.90	3.25 - 3.30
Rate of increase for pensions in payment/inflation	2.90	2.25 - 2.30
Discount rate for scheme liabilities	1.65	1.60 - 1.65

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

	2021	2020
	Years	Years
RETIRING TODAY		
Males	21.6 - 21.8	21.9 - 22.5
Females	24.0 - 24.2	24.1 - 25.4
RETIRING IN 20 YEARS		
Males	23.0 - 23.4	21.6 - 23.8
Females	25.8 - 26.1	23.8 - 26.0

SENSITIVITY ANALYSIS

	2021	2020
	£000	£000
Discount rate +0.1%	825,000	509,000
Discount rate -0.1%	(708,000)	(628,000)
Mortality assumption - 1 year increase	(1,334,000)	(770,000)
Mortality assumption - 1 year decrease	1,092,000	741,000
CPI rate +0.1%	(733,000)	(542,000)
CPI rate -0.1%	599,000	439,000

SHARE OF SCHEME ASSETS

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

	2021	2020
	£	£
Equities	8,147,000	5,277,000
Gilts	1,134,000	816,000
Corporate bonds	1,013,000	728,000
Property	1,032,000	864,000
Cash	475,000	533,000
Other	1,531,000	1,123,000
TOTAL MARKET VALUE OF ASSETS	13,332,000	9,341,000

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NOTES TO THE FINANCIAL STATEMENTS
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26. PENSION COMMITMENTS (CONTINUED)

The actual return on scheme assets was £1,784,000 (2020 - £482,000).

The amounts recognised in the Statement of financial activities are as follows:

	2021 £	2020 £
Current service cost	(2,289,000)	(1,812,000)
Interest income	168,000	150,000
Interest cost	(400,000)	(357,000)
TOTAL	(2,521,000)	(2,019,000)

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

	2021 £	2020 £
AT 1 SEPTEMBER	24,176,000	18,943,000
Transferred on conversion	1,703,000	-
Current service cost	2,289,000	1,812,000
Interest cost	400,000	357,000
Employee contributions	268,000	254,000
Actuarial losses/(gains)	3,166,000	3,001,000
Benefits paid	(114,000)	(191,000)
AT 31 AUGUST	31,888,000	24,176,000

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

	2021 £	2020 £
AT 1 SEPTEMBER	9,271,000	7,415,000
Transferred on conversion	656,000	-
Interest income	168,000	150,000
Actuarial gains/(losses)	1,784,000	482,000
Employer contributions	1,300,000	1,221,000
Employee contributions	268,000	254,000
Benefits paid	(114,000)	(191,000)
Administration expenses	(1,000)	(4,000)
Other Actuarial Losses	56,000	(56,000)
AT 31 AUGUST	13,388,000	9,271,000

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27. OPERATING LEASE COMMITMENTS

At 31 August 2021 the Multi Academy Trust had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021 £	2020 £
Not later than 1 year	58,052	49,467
Later than 1 year and not later than 5 years	22,210	-
	<u>80,262</u>	<u>49,467</u>

There is a PFI contract which expires in 2032. The Trust are committed to paying 9.5% of Caludon Castle's GAG income each year to the PFI, plus additional costs. In the year ended 31 August 2021 the Trust paid £1,123,559 (2020: £1,221,986).

28. MEMBERS' LIABILITY

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

29. RELATED PARTY TRANSACTIONS

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

M Friday, a Trustee, is employed by the DfE as Project Director in the Free Schools capital team. All transactions with the DfE have been conducted on an arms length basis.

M Michael, a Trustee, also sits on the board at Whitley Academy. During the year the Trust received income of £11,506 (2020: £4,402) and incurred expenditure of £3,077 (2020: £116) in relation to Whitley Academy. At the year end amounts of £4,402 (2020: £4,402) were due to be received by the Trust from Whitley Academy. There were no outstanding balances to be paid (2020: £Nil).

K Ireland, a Trustee, also sits on the Nominations Committee at WMG Academy. During the year the Trust received income of £Nil (2020: £Nil) and incurred expenditure of £9,000 (2020: £Nil) in relation to WMG Academy. At the year end amounts of £Nil (2020: £Nil) were due to be received by the Trust from WMG Academy. There were no outstanding balances to be paid (2020: £Nil).

30. AGENCY ARRANGEMENTS

The Multi Academy Trust distributes 16-19 bursary funds to students as an agent for ESFA. In the accounting period ended 31 August 2021 the Multi Academy Trust received £43,065 and disbursed £44,185 from the fund.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

31. TEACHING SCHOOL TRADING ACCOUNT

	2021	2021	2020	2020
	£	£	£	£
Income				
DIRECT INCOME				
Teaching school	93,469		162,302	
TOTAL INCOME		93,469		162,302
Expenditure				
Direct staff costs	66,101		50,502	
Educational supplies and courses	45,145		33,470	
TOTAL DIRECT EXPENDITURE	111,246		83,972	
TOTAL EXPENDITURE		111,246		83,972
(Deficit)/surplus from all sources		(17,777)		78,330
Teaching school balances at 1 September 2020		255,127		176,797
TEACHING SCHOOL BALANCES AT 31 AUGUST 2021		237,350		255,127