



# THE GOOD SHEPHERD TRUST

Diocese of Guildford

TRANSFORMING SCHOOLS  
TRANSFORMING LIVES

## **The Good Shepherd Trust**

A multi-academy trust in the Church of England  
Diocese of Guildford

A charity exempt from registration  
A company limited by guarantee, number 8366199

**Annual Report and Financial Statements  
for the year ended 31 August 2022**

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**THE GOOD SHEPHERD TRUST**  
**REFERENCE AND ADMINISTRATIVE DETAILS**  
**For the year ended 31 August 2022**

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**Principal and Registered Office** Academies Office, Larch Avenue, Guildford, Surrey, GU1 1JY

**Company Registration Number** 8366199 (England and Wales)

**Members** The Guildford Diocese Educational Trust  
represented by the Diocesan Director of Education  
The Right Reverend Dr Joanne Bailey Wells (to 31 December 2022)  
Mr Peter Coles (to 30 June 2022)  
The Reverend Canon Colin Matthews  
The Very Reverend Dianna Gwilliams  
Mr Simon Walker JP (from 5 December 2022)

**Trustee Directors** Mr Glenn Carmichael  
Mrs Katharine Crouch  
Mr James Friend (from 11 October 2022)  
The Very Reverend Dianna Gwilliams - Chair  
The Reverend James Hanson (from 11 October 2022)  
The Reverend Derek Holbird  
Mrs Mary Lewis (from 11 October 2022)  
Mrs Yvonne McLeod  
Ms Louise Pollock  
Mr John Simcox (from 11 October 2022)  
Mr Simon Walker JP (to 21 October 2022)

The Directors are also the Trustees for the purposes of charity law and served from 1 September 2021 to the date of this report except where otherwise stated.

**Company Secretary** Mrs Diana Goodhugh (to 31 October 2022)  
Mrs Felicity Mackrory (from 1 November 2022)

**Clerk to the Trustee Directors** Mrs Penny Came (to 31 August 2022)  
Mrs Felicity Mackrory (from 1 September 2022)

**Management Team**

Chief Executive and Accounting Officer Mr Paul Kennedy  
Chief Operating Officer Dr Louisa Mason  
Regional Directors of Education Mr Alexander Clark  
Miss Kate Evans  
Mrs Louise Johnson  
Miss Amanda Johnston (to 26 June 2022)  
Mrs Maria Roberts (to 31 August 2022)  
Head of Buildings and Estates Mr Mark Philpott  
Director of Human Resources Mrs Joanne Cambra (to 31 January 2022)  
Head of HR Mr David Bird (from 28 February 2022)  
Head of Finance/Risk Mrs Diana Goodhugh

**Registered Auditors** Mazars LLP, 6 Sutton Plaza, Sutton Court Road, Sutton,  
Surrey SM1 4FS

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**Internal Auditor**

Moore South LLP  
City Gates, 2-4 Southgate, Chichester PO19 8DJ

**Bankers**

Lloyds Bank plc, High Street, Guildford, Surrey GU1 3AD

**Solicitors**

Anthony Collins, 134 Edmund Street, Birmingham B3 2EP

**THE GOOD SHEPHERD TRUST**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**For the year ended 31 August 2022**

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The Trustees present their annual report together with the financial statements and auditor's report of the charitable company for the year 1 September 2021 to 31 August 2022. The annual report serves the purposes of both a trustees' report, and a directors' report and strategic report under company law.

In the school census of October 2021, the Trust was comprised of 16 schools, 14 in Surrey and two in Hampshire, with a pupil capacity of 5,120 and a roll of 4,687, and an additional 130 nursery pupils.

## **1 STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **1.1 Constitution**

The Trust is a company limited by guarantee and a charity exempt from registration under the Charities Act 2011 by virtue of being regulated as an academy trust by the Secretary of State for Education. It was incorporated on 18 January 2013 and its governing instrument is its memorandum and articles of association.

Details of the trustees who served during the year, and to the date these accounts are approved are included in the Reference and Administrative Details on page 2.

### **1.2 Members' liability**

The Members of the Trust under the articles consist of the Guildford Diocese Educational Trust (the "GDET") acting corporately (represented by Mr Alex Tear); two individual members appointed by the Guildford Diocese Board of Education - the Right Reverend Dr Joanne Bailey Wells and Mr Peter Coles; the Chair of Trustees of the Trust, the Very Reverend Dianna Gwilliams; two additional members appointed under Article 15A of the Articles of Association, the Revd Canon Colin Matthews and Mr Simon Walker JP; and any Members appointed by the Secretary of State for Education (none currently appointed). The liability of each of the Members of the Trust in the event that it is wound up is limited to £10.

### **1.3 Trustees' indemnity**

All trust schools are members of the Risk Protection Arrangement, which scheme protects Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy trust business. The insurance provides cover up to £10,000,000 for any one loss and any one Membership year.

### **1.4 Trustees**

The Trust is governed by its Board of Directors, which operates with the following committees, whose purposes are described in the Governance Statement on pages 20 to 23:

**THE GOOD SHEPHERD TRUST**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**For the year ended 31 August 2022**

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**Education Committee**

Mrs Katharine Crouch (Chair) (from 14 October 2021)  
The Very Reverend Dianna Gwilliams (ex officio)  
The Reverend Derek Holbird  
Mrs Mary Lewis (from 11 October 2022)  
Mrs Yvonne McLeod  
Ms Louise Pollock (from 13 October 2022)  
The Chief Executive Officer  
The Regional Directors of Education (in attendance)

**Resources Committee**

Mr Glenn Carmichael  
Mr James Friend (from 13 October 2022)  
The Very Reverend Dianna Gwilliams (ex officio)  
The Reverend James Hanson (from 11 October 2022) (Chair)  
Mrs Yvonne McLeod  
Ms Louise Pollock (to 13 October 2022)  
Mr John Simcox (from 11 October 2022)  
Mr Simon Walker JP (to 21 October 2022)  
Chief Executive Officer  
Chief Operating Officer (in attendance)  
Head of Finance/Risk (in attendance)

**Risk and Audit Committee**

Mr James Friend (from 11 October 2022) (Chair)  
The Very Reverend Dianna Gwilliams  
The Reverend James Hanson (from 11 October 2022)  
The Reverend Derek Holbird  
Mrs Yvonne McLeod  
Mr John Simcox (from 11 October 2022)  
Mr Simon Walker JP (Chair) (to 21 October 2022)  
Chief Executive Officer (in attendance)  
Chief Operating Officer (in attendance)  
Head of Finance/Risk (in attendance)

**Appointments and Remuneration Committee**

Mrs Katharine Crouch  
The Very Reverend Dianna Gwilliams (Chair)  
The Reverend James Hanson (from 11 October 2022)  
Mrs Mary Lewis (from 11 October 2022)  
Ms Louise Pollock  
Mr Simon Walker JP (to 21 October 2022)  
Chief Executive Officer (in attendance)  
Chief Operating Officer (in attendance)

**THE GOOD SHEPHERD TRUST**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**For the year ended 31 August 2022**

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**1.5 Local Committees**

The local committee (LC) of each academy school within the Trust is constituted as a sub-committee of the Trust Board. The chair of each LC is appointed by the Trustees, as are the other members of the LC. During the year the following LCs were in existence:

<b>Academy</b>	<b>Date converted</b>	<b>LC Chair</b>
The Holme C of E Primary School, Headley	1 September 2013	Mrs Alex Kemp
St John's C of E Primary School, Dorking	1 November 2013	Mr David Draper
St Mary's C of E Primary School, Chiddingfold	1 November 2013	Mr Brett Freeman
St Paul's C of E Primary School, Addlestone	1 April 2014	Mr Andrew Harrow
Ashley C of E Primary, Walton on Thames	1 September 2014	Mr Bernie Higgins
Queen Eleanor's C of E Junior School, Guildford	1 October 2014	Mrs Claire Stennett
The Weald C of E Primary School, Beare Green	1 September 2015	Mrs Sarah Smith
Christ's College, Guildford	1 December 2015	Mr Stuart Zissman
Waverley Abbey C of E Junior School, Tilford	1 December 2016	Mrs Sandy Clarke
St Andrew's C of E Infant School, Farnham	1 March 2017	Mrs Larry Peppin
Farnborough Grange Nursery/Infant School	1 September 2017	Mrs Larry Peppin
Potters Gate C of E Primary School, Farnham	1 December 2017	Mrs Larry Peppin
Surrey Hills All Saints Primary School, Dorking	1 December 2018	Mr James Friend (to 10 Oct 2022) Vacancy (from 11 Oct 2022)
Ottershaw Infants and Junior Schools, Ottershaw	1 March 2019	Mr Mick Webb
St Mark and All Saints Primary School, Godalming	1 April 2019	Mr Dean Clegg (from 13 Jul 2022)

**1.6 Trustee recruitment**

Trustees are appointed by the Members, having regard to the need for the range of appropriate skills and experience on the board, as well as to their commitment to maintain the distinctively Christian ethos in our schools and across the Trust as a whole. Trustees are given induction and training, both as individuals and as a whole board, as needs are identified.

In addition, under the Articles of Association, the Trustee Directors appointed by the Members "may appoint Co-opted Directors" and "any Director may be re-appointed". All appointments and re-appointments of Co-opted Directors under the Articles of Association are for a four-year term of office.

In addition to regular business meetings during the year, the Trustees also attended a residential meeting focussing on review of the previous year and the setting and delivering of strategic objectives for the coming years.

**1.7 Other organisations with which the Trust co-operates in achieving its objectives**

The Diocese of Guildford Board of Education has recently published their strategy for academisation of church schools in the diocese. In it, they refer to the 2022 diocese strategy document which states the following as a key strategic priority:

"To actively support and promote the growth of Church MATs across the Diocese to provide Church schools with the opportunity to join and experience the benefits of working collaboratively within a MAT"

**THE GOOD SHEPHERD TRUST**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**For the year ended 31 August 2022**

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The Good Shepherd Trust, as the largest Multi-Academy Trust within Guildford Diocese, is therefore at the centre of this diocesan mission. As a member of the Guildford Diocesan Schools Partnership, we aim to support the diocese in ensuring that there is enough capacity within the academy sector for every Church of England school in the Diocese of Guildford to join a diocesan multi-academy trust.

The Diocesan Board of Education, as part of the strategy to implement the diocese's mission through and in church schools, has incorporated its committee dealing with church academies as The Guildford Diocese Educational Trust (GDET). This trust operates principally by agreeing the diocesan policy for church academies and by appointing Members of single academy trusts and multi-academy trusts.

The Trust's staff for its central services are directly employed by the Trust itself. The costs of services provided by the Diocese of Guildford are invoiced on a non-profit basis to the Trust by Guildford Diocesan Services Limited, the wholly owned trading subsidiary of the Guildford Diocesan Board of Finance.

**1.8 Engagement with employees (including disabled persons)**

The Trust engages with its employees through various means and methods, including:

- Consulting with employees on key matters
- Regular staff surveys in relation to wellness and the workings of Trust schools
- Regular updates to all staff via newsletters, covering both financial and non-financial performance
- Communication of staff benefits available
- Ongoing, collaborative professional learning activities
- Joint inset days, where practical
- Regular visits to schools by all members of the executive team

The Trust welcomes applications for employment from disabled persons; the treatment of employees who become disabled, and the training, career development and promotion of disabled persons are important to us as a diocesan trust. Our recruitment packages include a clear statement of intent with regard to matters of equality.

**1.9 Delegation of day-to-day delivery**

During the period to 31 August 2022 the Trustees delegated day-to-day responsibility for managing the conversion of schools to academy status under the auspices of the Trust to the Chief Executive. The Trust delegated day-to-day management of each academy school to its headteacher and local committee in accordance with its scheme of delegation.

The Regional Directors of Education worked with headteachers in driving school improvement, efficiency and effectiveness.

The Chief Operating Officer is responsible for operations. The Head of Finance and Risk is engaged to administer the Trust's financial affairs, with our Trust Business Managers and Finance Officers collaborating with School Business Managers. In addition, the Heads respectively of HR and Buildings and Estates support the COO in the delivery of Trust objectives.



Additional staff are engaged on a project basis to ensure that activities are appropriately serviced.

The remuneration of the Trust's key management personnel is set and kept under review by the Appointments and Remuneration Committee, advised by the Chief Executive Officer (whose remuneration is set and kept under review by the Board).

## **2 OBJECTIVES AND ACTIVITIES**

The Trust's object is to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing academies which offer a broad and balanced curriculum and which shall include:

- (i) Church of England schools designated as such which shall be conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship (as required by the relevant funding agreement), and having regard to any advice issued by the Diocesan Board of Education; and
- (ii) other academies whether with or without a designated religious character; but in relation to each of the academies to recognise and support their individual character and respect the different background of each and its links to the local community which it serves.

The Trust pursues this object by developing the capacity and capability to accept converting schools into the Trust, to project-manage the conversion process in schools that are obliged to convert or apply to become academies under the auspices of the Trust, and to operate and improve the performance of those academy schools which have converted, all the while maintaining and developing the Christian ethos of the schools as part of the Church's engagement with local communities.

### **Public benefit**

The Trustees confirm that they have complied with the duty in Section 17(5) of the Charities Act 2011 to have due regard to the Charity Commissioner's general guidance on public benefit in exercising their powers or duties. They have referred to this guidance when reviewing the Trust's aims and objectives and in planning its future activities.

At the date of this report there are sixteen schools in the Trust - nine primary schools, three junior schools, three infant schools and one secondary school.

### **3 STRATEGIC REPORT**

#### **3.1 Our vision and values as a Diocese multi-academy**

Our Vision is: "To be better, together."

We commit to:

- Having an ambitious culture which enables self-confidence and aspiration in everyone in our family, child or adult
- Having a highly connected, growing and flourishing GST community where everyone is known, diversity is valued and highly effective, responsive services are shared
- Serving our community by developing an enriching and exciting social, emotional, spiritual and cultural educational provision; driving high quality learning for all
- Continually exploring, in the context of our Trust schools, the outworking of Jesus' words: *'I came that they may have life and have it to the full.'* John 10 v 10

#### **Values of the Good Shepherd Trust**

Jesus the Good Shepherd embodies values which guide our work and relationships. These are exemplified especially in Psalm 23 and John 10 in the Bible. They include:

- Trust • Love • Courage • Respect • Integrity

Our school communities have also developed their own statements of values, all of which harmonise with those of the Trust. We strive to be a trust that lives out these values in such a way that other schools, be they 'C of E' or 'community', are attracted and find in us an effective home.

#### **3.2 Priorities**

Our five key priorities for 2021-2022 were to:

- develop our Christian character to live out and achieve our vision and mission
- ensure continuous improvement to enable our children to flourish and have life in all its fullness
- ensure effective and appropriate communication with all stakeholders to support our trust unity
- develop strong and inspirational governance to support leadership and learning
- ensure services, through finance and other functions, support and facilitate learning

During the financial year the key priorities for the Board and the executive team have been to:

- Continue to respond to the impact of the COVID-19 pandemic where pupils were not educated at school for long periods of time, particularly those who are disadvantaged;
- Continue to significantly improve pupil achievement and progress across our schools with a focus on enhancing the quality of education for all learners
- Reinforce the leadership of our schools by appointing high quality headteachers;
- Deploy project-based staff to service the needs of individual schools and within the Trust central team;

- Grow networks to secure high quality school improvement support for schools through school-to-school support, both in hubs and across the whole Trust;
- Develop and strengthen the Trust's governance and build additional resilience. This includes a greater focus on the professional development of all our staff, and on succession planning. Where vacancies arise, ensuring they are filled by high quality appointments based on a needs and skills assessment;
- Develop our partnerships to provide access to networks against which the Trust can benchmark and improve its own performance and secure more effective school-to-school support to the weaker schools in the Trust and support the school-led school improvement system;
- Empower local committees by equipping them with a clear schedule of delegation

### **3.3 Risk assessment**

The major risk faced by the Trust continues to be in its capacity to govern and improve the educational provision in its schools, in line with the Secretary of State's expectations.

Following the national trend, this region has experienced year-on-year falls in the birth rate, meaning that the number of births in 2019 was 14% lower than the peak numbers seen in 2012. Furthermore, the decrease in births between 2018 and 2019 was the largest seen since the nationwide decline in 2013.

The Trustees' key strategic objective remains to ensure that growth of the Trust is both sustainable and financially viable, and that it secures improving educational standards and an effective and efficient provision of central services at all Trust schools.

Achievement of our strategic objectives entails taking risks in a carefully considered manner and having in place strong systems and good governance to mitigate risks. The Trustees are satisfied that appropriate internal control systems and risk management processes are in place. Given the Trust's current scale, the Trustees have put in place a separate committee of the Board to focus on risk management, internal and external audit issues.

The Trustees consider that the following framework provides the Trust with adequate measures to manage and mitigate the impact of identified risks:

- The Risk and Audit Committee reviews risk and internal controls, approves the annual audit plan, and is overseeing a programme to enhance Trust-wide internal audit procedures to secure more internal audit coverage, quicker implementation of the auditors' recommendations and to underpin a still greater focus on risk management systems within each of our schools.
- The Education Committee reviews the progress and performance of each school with judgements made based on clear evidence.
- The Trust's senior leadership team reviews key strategic and operational risks on a regular basis. They consider progress on mitigating actions, new and emerging risks and opportunities.
- The Trustees, through full board meetings and at each of its committees review risks relating to any school in the process of conversion, and the risks relating to the capacity, capability and performance at each of its existing schools.

- Planning for reduction in demand and consequential adjustments to staffing requirements to ensure that the Trust remains financially viable.

#### **4 ACHIEVEMENTS AND PERFORMANCE**

The Trust continues to focus its education activity on maintaining and improving educational outcomes and the performance of all sixteen schools within GST. Over the last twelve months the Trust has concentrated on raising pupil outcomes and improving their overall quality of education provision while continuing to develop the Christian ethos and distinctiveness of each of our schools, at the same time as responding nimbly to the demands of COVID-19 and the provision of education to our most vulnerable pupils.

Scott Broadwood CofE Infant School joined the Trust on 1 October 2022.

The Trust has developed its own framework for quality assurance for each of its schools using several strategies including:

- termly school improvement visits to all schools by one of the Directors for Education, which focus on validation of self-evaluation, observations of teaching, and scrutiny of pupil outcomes;
- headteacher performance management, with formal meetings at least twice per year;
- brokered themed reviews as appropriate.

Visits have also focussed on the quality of provision during COVID-19 based on the circumstances each school found themselves in, eg. home learning, key worker pupils, holiday provision.

The Trust has continued to develop its approach to improving educational performance and improving outcomes for all pupils. Particular strengths include:

- The positive impact of leadership arrangements which enable schools to benefit from experienced leaders and develop stronger collaborative practice
- Continued strong response to the COVID-19 pandemic through strong central leadership and a comprehensive risk-assessment strategy with local committees and school leaders;
- Partnership arrangements between schools that demonstrate high-quality provision to schools in more challenging circumstances
- Improved professional development for leaders at all levels
- Stronger and more consistent teaching
- A more robust school and Trust self-evaluation process led by the Regional Directors of Education.
- Trustees each have particular focus on one of the four Hubs so as to enable the Board to have as full a view as possible. The Regional Directors of Education developed a 'School on a Page' living document – which is available to all Trustees via Sharepoint.

**THE GOOD SHEPHERD TRUST**  
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**For the year ended 31 August 2022**

**KS2 Provisional Outcomes**

School	Achieving expected standard in reading, writing and maths NA 59%	Maths Average Scaled Score (GST Av 105.3)	Achieving expected standard in maths NA 71%	Reading Average Scaled Score (GST Av 106.6)	Achieving expected standard in reading NA 74%	Achieving expected standard in writing NA 69%
Ashley	71.10%	107.62	88.90%	107.48	86.70%	72.20%
Holme	57.10%	103.21	71.40%	105.61	78.60%	78.60%
Ottershaw Christ Church	66.70%	104.84	80.70%	106.88	81.00%	74.10%
Potters Gate	71.40%	106.94	79.70%	107.57	84.40%	77.80%
Queen Eleanor's	71.10%	105.9	85.60%	106.72	84.40%	78.90%
St John's	46.70%	103.96	66.70%	104.12	70.00%	63.30%
St Mark and All Saints	31.30%	102.2	56.30%	103.93	68.80%	75%
St Mary's	88.00%	106.67	88.90%	106.3	88.90%	96%
St Paul's	63.20%	104.48	71.90%	106.04	75.40%	71.90%
Surrey Hills All Saints	66.70%	105.98	85.70%	107.31	83.30%	73.80%
Waverley Abbey	70.60%	104.54	80.00%	106.97	85.80%	80.70%
Weald	49.00%	102.27	70.60%	105.1	78.40%	60.80%

NA=National Average

<b>Christ's College</b>	<b>2022</b>
Progress 8	00.1%
Attainment 8	48.7%
5 strong passes inc. English and Maths	48.7%
5 passes inc. English and Maths	66.7%
Ebacc achieved	36.0%
Ebacc Entry	87.0%

**Ofsted Inspection Outcomes**

Four schools were inspected by Ofsted during the academic year 2021-22:

Potters Gate CofE Primary School	October 2021 (section 8)	Remains GOOD
St John's Cof E Primary School	October 2021 (section 8)	Remains GOOD
Farnborough Grange N&I School	October 2021 (section 8)	Remains GOOD
Ashley Primary School	November 2021 (section 5)	REQUIRES IMPROVEMENT

**THE GOOD SHEPHERD TRUST**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**For the year ended 31 August 2022**

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The following numbers of children were admitted in September 2021:

The Holme	Reception	30	(PAN 30)		
St John's	Reception	30	(PAN 30)		
St Mary's	Reception	29	(PAN 30)		
St Paul's	Reception	43	(PAN 60)		
Ashley	Reception	87	(PAN 90)		
Queen Eleanor's	Year 3	73	(PAN 90)		
The Weald	Reception	0	(PAN 30)	Year 3	30 (PAN 30)
Christ's College	Year 7	120	(PAN 156)		
Waverley Abbey	Year 3	113	(PAN 120)		
St Andrew's	Reception	30	(PAN 30)		
Farnborough Grange	Reception	53	(PAN 60)		
Potters Gate	Reception	58	(PAN 60)	Year 3	30 (PAN 30)
Surrey Hills All Saints	Reception	12	(PAN 30)		
Surrey Hills All Saints	Year 3	6	(PAN 15)		
Ottershaw Infants	Reception	59	(PAN 60)		
Ottershaw Junior	Year 3	62	(PAN 60)		
St Mark and All Saints	Reception	14	(PAN 30)		

**THE GOOD SHEPHERD TRUST**  
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**Group context – July 2022**

Measure	GST	Ashley	Christ's College	Farnborough Grange	Ottershaw Infant	Ottershaw Junior	Potters Gate	Queen Eleanor's	St Andrew's	St John's	St Mark and All Saints	St Mary's	St Paul's	Surrey Hills All Saints	The Holme	The Weald	Waverley Abbey
Total number of students on roll	4,866	591	672	212	208	227	536	342	89	219	139	222	404	152	183	132	477
Male students	52.40%	53.50%	51.50%	50.50%	51.40%	50.20%	54.30%	55.30%	46.10%	52.10%	56.10%	55.90%	51.50%	55.30%	53.00%	42.40%	52.60%
Female students	47.60%	46.50%	48.50%	49.50%	48.60%	49.80%	45.70%	44.70%	53.90%	47.90%	43.90%	44.10%	48.50%	44.70%	47.00%	57.60%	47.40%
Special Educational Needs (SEN)	16.90%	9.30%	20.20%	14.20%	10.60%	19.80%	14.00%	12.90%	5.60%	26.90%	22.30%	10.40%	33.40%	13.80%	18.60%	25.00%	13.80%
English as an Additional Language (EAL)	13.30%	12.40%	20.70%	49.10%	3.80%	9.30%	4.70%	21.90%	7.90%	10.00%	22.30%	4.50%	13.10%	11.20%	4.90%	3.00%	8.00%
Pupil Premium (PP)	17.20%	6.30%	21.60%	21.70%	9.10%	20.70%	12.50%	11.70%	10.10%	33.80%	37.40%	9.50%	33.40%	16.40%	27.90%	14.40%	7.30%
Free School Meals (FSM)	15.90%	5.90%	19.20%	19.80%	8.70%	19.40%	11.20%	10.20%	9.00%	32.40%	37.40%	9.00%	31.90%	13.80%	26.80%	13.60%	5.90%
Ever 6 FSM	16.50%	5.90%	21.10%	19.80%	8.70%	20.70%	11.60%	11.10%	9.00%	33.80%	37.40%	9.00%	32.20%	15.10%	26.80%	13.60%	6.30%

**THE GOOD SHEPHERD TRUST**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**For the year ended 31 August 2022**

**5 FINANCIAL REVIEW**

**Financial Performance**

The year 1 September 2021 to 31 August 2022 was the ninth full year of operation for the Trust. These financial statements cover the operation of the sixteen academies open during the year.

During the year ended 31 August 2022, the Trust received total income of £29,344,000, and incurred total expenditure of £31,907,000, giving an excess of expenditure over income of £2,563,000. When capital grants income, expenditure and depreciation, and pension charges are excluded, the underlying performance is shown in the table below:

	<b>2022</b>	<b>2021</b>
	<b>£,000</b>	<b>£,000</b>
		<b>Restated</b>
Net income in Statement of Financial Activities	(2,563)	(1,596)
Capital grants income	(1,349)	(1,934)
Improvements to property owned by Church land trustees, occupied by GST, treated as grant expenditure	1,248	1,682
Depreciation	138	78
Defined benefit pension scheme cost less contributions	2,411	1,672
Transfer to capital reserves from operating reserves	-	(55)
<b>Deficit on revenue funds</b>	<b>(115)</b>	<b>(153)</b>

Local Government Pension Scheme

The Trust's Local Government Pension Scheme liabilities represent the value of the benefits earned by LGPS members in the fund as at the accounting date, and is calculated by projecting the future expected cashflows out of the fund, allowing for expected future increases in pay and pension, and the life expectancy of its members.

The LGPS liability has decreased to (£4,779,000) (2021: (£17,301,000)), driven by movements in the discount rate, general inflation, and increases in the salary and pension rates. Employers' pension contributions are projected remain in place until the next triennial valuation. While the deficit will not be eliminated in the near future, in line with standard practice, there should be no actual cash flow deficit on the fund, nor any direct impact on the free reserves of the Trust.

Assets transferred on conversion

During the year there were no conversions, and the only movements on these reserves were depreciation charges on buildings in accordance with the Trust's accounting policies.

Capital grants from the ESFA

These reserves represent the unexpended portions of devolved formula capital and school condition allocation grants awarded to the Trust and its schools. Unspent capital at 31 August 2022 amounted to £2,560,000 (2021: £1,914,000). £2,382,000 has been allocated to projects



**THE GOOD SHEPHERD TRUST**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**For the year ended 31 August 2022**

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which are scheduled to be commenced within the next year. £178,000 remains to be allocated to capital projects at year-end.

Our Trustees continue to develop budgeting and monitoring procedures across the Trust, so that all schools spend within their means or, where it is necessary to make strategic investment in resources (eg. to secure rapid improvement in education), this is undertaken in a carefully planned and managed way.

The Trustees are grateful for the key work of headteachers, school business managers, local committees and the Trust's central staff for making the changes necessary to achieve their budgeted outcomes despite the fact that many of their costs are increasing at a more rapid rate than the limited growth in Government revenue grant income.

The Trust received capital grants to support capital improvements at its academies amounting to £1,349,000. These consisted of:

- ESFA School Condition Allocations for allocation by the Trustees to suitable building projects
- Devolved Formula Capital funding
- S106 funding benefitting St Mark and All Saints School, Godalming
- Community Infrastructure Levy funding to build further capacity at Ashley CofE Primary School
- Local authority capital grants for improvements at the Holme CofE Primary School.

The majority of school buildings are provided for the Trust's use by local Church trustees for as long as the related schools remain open with a Church of England ethos. In accordance with guidance and practice these have not been valued in the Trust's financial statements.

The value of leasehold land and buildings at the Holme CofE Primary School has been derecognised following a review of conversion documents.

**Balance sheet position and going concern**

The balance sheet on page 34 shows that the Trust's net assets at 31 August 2022 were valued at £6,353,000 (2021 restated: (£6,017,000)). This figure includes the Trust's consolidated pension scheme liability of (£4,997,000) (2021: (£17,301,000)).

Net current assets totalled £4,030,000 (2021: £4,118,000), and the Trustees are content that this represents a sufficiently secure and liquid financial position. The cash flow forecast models expected increases in Government grants as well as all other operational income and expenditure covering the going concern period, which together with robust budgetary and financial control, assures that the Trust is a going concern.

**Reserves policy**

Our Trustees aim to keep uncommitted, unrestricted revenue reserves in the region of 3% to 5% of revenue income in order to mitigate future financial risk. Trustees note that although current levels of free reserves slightly exceed the level indicated by the policy, they are necessary to support the education of our students, and during the year have been applied to

**THE GOOD SHEPHERD TRUST**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**For the year ended 31 August 2022**

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purchase of pupil laptops and tablets, and upgrading our IT hardware and facilities at our schools.

As at 31 August 2022 the level of uncommitted restricted and unrestricted revenue reserves were as follows:

	<b>2022</b>	<b>2021</b>
Unrestricted	£2,044,000	£1,931,000
Restricted	<u>£462,000</u>	<u>£829,000</u>
Totals	<u>£2,506,000</u>	<u>£2,760,000</u>

## **6 PLANS FOR THE FUTURE**

6.1 The Trust's strategic priorities for 2022-25 period, including 2022-23 academic year are challenging and can be summarised as:

- All GST schools are strong, improving and developing in their context
- To grow strategically and sustainably
- Maintain our financial base to be sustainable and to support all of our schools
- To deploy high-quality central services that are valued by our schools
- Attract, develop and retain the best people

6.2 Work closely with all our schools to provide services, support and challenge to improve pupils' attainment and progress, closing the attainment gap between disadvantaged children and their more advantaged peers, and allowing more able children to realise their full potential. This was impacted by the lockdowns of previous years where students did not physically attend school. School leaders have analysed the impact of this for individual students and are targeting resources to close any gaps in learning that have occurred.

6.3 Continuing to monitor the performance of each school rigorously through: Director of Education support and challenge, regular monitoring, careful scrutiny of any external inspection reports (such as Ofsted inspections or the Statutory Inspection of Anglican and Methodist Schools (SIAMS)) and forensic scrutiny of national and local data which is now available after a gap due to COVID-19, although it will not be published this year.

6.4 Our longer-term strategy remains for the Trust to ensure the high performance of our schools, to improve our financial resilience and create a greater capacity for future growth. As schools improve the Trust is committed to increasing the challenge so that continuous improvement becomes our culture and schools aspire to the highest standards possible in their context.

6.5 The current environment is challenging for the recruitment and retention of staff. The Trust is committed to do all we can to ensure that we have the best people working in every role, whether centrally or school-based. This applies equally to the governance roles, including local committees.

6.6 To enable Trust growth, particularly supporting the Diocese of Guildford in its strategic aim to grow academy capacity in the diocese.

**THE GOOD SHEPHERD TRUST**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
For the year ended 31 August 2022

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**7 TRADE UNION FACILITY TIME**

<b>Number of employees who were relevant union officials during the year to 31 Mar 2022</b>	<b>Full-time equivalent employee number</b>
1	0.2
Percentage of time spent on facility time	Number of employees
0%	0
1%-50%	1
51%-99%	0
100%	0
Percentage of paybill spent on facility time	
Total cost of facility time	£0.010m
Total pay bill	£21.6m
Percentage of pay bill spent on facility time	0%
Paid trade union activities	
Time spent on paid trade union activities as a percentage of total paid facility time hours	0%

**8 FUNDRAISING**

The COVID-19 pandemic continued to affect the Trust's voluntary income streams owing to reduced lettings activities.

The Trust greatly appreciates the many parents and friends of its schools who give generously of their time on local fundraising activities as we return to a normal school environment, which supports enrichment activities which cannot be met through government funding.

The Trust has not made any fundraising appeals to the general public during the year, and is unlikely to do so in the future. There has been no outsourced fundraising via professional fundraisers or other third parties and as a result the Trust is not registered with the fundraising regulator and received no fundraising complaints in the year.

**THE GOOD SHEPHERD TRUST**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**For the year ended 31 August 2022**

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**9 STATEMENT OF DISCLOSURE TO THE AUDITORS**

So far as the Trustees are aware:

- a) there is no relevant audit information of which the charitable company's auditors are unaware, and
- b) they have taken all the steps that they ought to have taken as directors and trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of this information.

**10 APPOINTMENT OF AUDITORS**

Mazars LLP were appointed as auditors to the Trust in March 2021 following a competitive tendering process.

  
Dianna Gwilliams (Jan 25, 2023 13:52 GMT)

**The Very Reverend Dianna Gwilliams**  
**Chair of Trustees**

**Date:** Jan 25, 2023

### **Scope of Responsibility**

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

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

The Trust revised its Governance Handbook and appointed a Governance Manager to ensure consistent best practice across all levels of governance in the organisation. The Board carried out an annual skills self-evaluation and identified the need to appoint new Trustee Directors who were appointed in October 2022. These additional appointments with complementary skillsets will add to the breadth of experience of Trustees and another self-evaluation review will be conducted during the coming year.

The Board has delegated day-to-day responsibility to the Chief Executive Officer, as accounting officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between The Good Shepherd Trust and the Secretary of State for Education. The Chief Executive Officer is also responsible for reporting to the Trust Board 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.

The Board met formally seven times during the year, including a residential meeting with a particular focus on strategic planning. Attendance during the period at meetings of the Board was as follows:

	<b>Meetings attended</b>	<b>Out of a possible</b>
Mr Glenn Carmichael	6	7
Mrs Katharine Crouch	6	7
The Very Reverend Dianna Gwilliams (Board Chair)	7	7
Mr Derek Holbird	7	7
Mrs Yvonne McLeod	7	7
Ms Louise Pollock	6	7
Mr Simon Walker JP (to 21 October 2022)	5	7

The **Resources Committee** is a committee of the Board. Its purpose is to review and advise the Board on the financial performance of the Trust and the safeguarding and use of its assets. It formally met six times during the period. Attendance at those meetings was as follows:

**THE GOOD SHEPHERD TRUST**  
**GOVERNANCE STATEMENT**  
For the year ended 31 August 2022 (continued)

	<b>Meetings attended</b>	<b>Out of a possible</b>
Mr Glenn Carmichael	4	6
The Very Reverend Dianna Gwilliams	6	6
Mrs Yvonne McLeod	6	6
Ms Louise Pollock	6	6
Mr Simon Walker JP (to 21 October 2022)	6	6

The **Education Committee** is a committee of the Board. Its purpose is to review and advise the Board on the of each academy school. It has formally met four times during the period. Attendance at those meetings was as follows:

	<b>Meetings attended</b>	<b>Out of a possible</b>
Mrs Katharine Crouch	4	4
The Very Reverend Dianna Gwilliams (in attendance)	3	4
Mr Derek Holbird	4	4
Mrs Yvonne McLeod	4	4

The **Risk and Audit Committee** is a committee of the Board. Its purpose is to review and advise the Board on risk management, controls and governance of each academy school. It has formally met five times during the period. Attendance at those meetings was as follows:

	<b>Meetings attended</b>	<b>Out of a possible</b>
Mr Derek Holbird	5	5
Mrs Yvonne McLeod	5	5
Mr Simon Walker JP (Committee Chair) (to 21 October 2022)	5	5
The Very Reverend Dianna Gwilliams (in attendance)	4	5

The **Appointments and Remuneration Committee** is a committee of the Board. Its purpose is to review appointments and remuneration of headteachers and the Trust central executive team. It met three times during the period. Attendance at the meeting was as follows:

	<b>Meetings attended</b>	<b>Out of a possible</b>
Mrs Katharine Crouch	1	3
The Very Reverend Dianna Gwilliams	3	3
Ms Louise Pollock	3	3
Mr Simon Walker JP (to 21 October 2022)	2	3

The **Local Committees** of each school are sub-committees of the Board. They are responsible for the regular review of the operating performance of the relevant academy school and making recommendations to the Board, as appropriate. The Articles of Association have recently been approved. A revised Scheme of Delegation was introduced at the same time. These make clear the Local Committee's safeguarding, curriculum and community links responsibilities.

Every Trust school is in and of its community, and the local committee is responsible for the strategic direction, engagement with stakeholders, ensuring accountability, overseeing compliance and ensuring risks to the school are managed. The local committee oversees governance compliance, education progress and attainment including for vulnerable groups, safeguarding and staffing, including participating in headteacher appointment, financial overview, particularly of Pupil Premium

and Sports Premium, managing the admissions process and school administrative operations including data protection compliance.

### **Review of Value for Money**

As Accounting Officer, the Chief Executive 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 Directors where value for money can be improved, including the use of benchmarking data where appropriate.

During the year, we continued to share lead practitioners across the Trust to drive forward educational standards for all pupils. We have made significant progress in sharing educational resources across all our schools through networking, curriculum sharing and professional development.

Additionally, the Trust made a significant investment in technology, between renewal of pupil devices, which provided up to date, usable devices to support our pupils' learning, and improving each school's IT infrastructure, which much reduced the risk of cyber attacks.

### **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. The system of internal control is based on on-going processes designed to identify and prioritise the risks to the achievement of the Trust's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage and mitigate them efficiently, effectively and economically. The system of internal control has been in place in the Trust for the year ended 31 August 2022 and up to the date of approval of the annual report and financial statements.

### **Capacity to Handle Risk**

The Trustees have reviewed the key risks to which the Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Trustees are of the view that there is a formal on-going process for identifying, evaluating and managing the Trust's significant risks that has been in place for the period from 1 September 2021 to 31 August 2022 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Trustees.

### **The Risk and Control Framework**

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

**THE GOOD SHEPHERD TRUST**  
**GOVERNANCE STATEMENT**  
**For the year ended 31 August 2022 (continued)**

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- Budgeting and monitoring systems with an annual budget which is agreed by the Board and monitored by financial reports which are reviewed by the Resources Committee and reported to the Board.
- Regular reviews by the Resources Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes.
- Setting targets to measure financial and other performance and reporting to the Resources Committee.
- Clearly defined purchasing guidelines.
- Delegation of authority and segregation of duties
- Identification and management of risks which are considered by both the Education and Resources Committees, as well as by the Board.

The Trustees approved the appointment of Moore South to review the general control framework at three Trust schools during the year. Audit priorities were provided by the Resources Committee, the Risk and Audit Committee, the Head of Finance and Risk, and the Chief Executive. Moore South delivered their schedule of works during the year. The resulting report was received by the Risk and Audit Committee, and shared with headteachers, business managers and local committees.

Additionally, following a competitive tendering process, the Trust appointed a new IT provider to service all school IT management, as current contracts expire. As part of the onboarding exercise, the provider reviewed both hardware and software facilities at all schools joining the arrangement, which has reduced the risk of cyber attacks in line with NCSC recommendations.

Conditions surveys were conducted on all trust estates in 2021, and the Trust continued its rolling programme of buildings maintenance and improvement to ensure a safe working environment for all staff and pupils, combined with a programme to install energy-efficient lighting.

All schools were subject to an annual safeguarding review.

### **Review of Effectiveness**

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

- The work of the internal auditor, Moore South LLP.
- The financial management and governance self-assessment process or the school resource management self-assessment tool.
- The work of the executive managers within the Trust who have responsibility for the development and maintenance of the internal controls framework.
- The work of the external auditor.
- Correspondence from the ESFA.




**THE GOOD SHEPHERD TRUST  
GOVERNANCE STATEMENT  
For the year ended 31 August 2022 (continued)**

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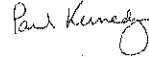
The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the Risk and Audit Committee and a plan to ensure continuous improvement of the system is in place.

Approved by order of the Board of Trustees and signed on its behalf by:

  
Dianna Gwilliams (Jan 25, 2023 13:52 GMT)

**The Very Reverend Dianna Gwilliams  
Chair of Trustees**

**Date:** Jan 25, 2023



**Paul Kennedy  
Accounting Officer**

**Date:** Jan 25, 2023

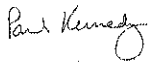
**THE GOOD SHEPHERD TRUST**  
**STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE**  
**For the year ended 31 August 2022**

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As Accounting Officer of The Good Shepherd Trust I have considered my responsibility to notify the academy trust board of trustees and the Education and Skills Funding Agency of material irregularity, impropriety and non-compliance with ESFA terms and conditions of all funding received by the academy trust, under the funding agreement in place between the academy trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academy Trust Handbook 2021.

I confirm that I and the academy trust Board of Trustees are able to identify any material irregular or improper use of funds by the academy trust, or material non-compliance with the terms and conditions of funding under the academy trust's funding agreement and the Academy Trust Handbook 2021.

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 the ESFA.



**Paul Kennedy**  
Chief Executive and Accounting Officer

Date: Jan 25, 2023

**THE GOOD SHEPHERD TRUST**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**For the year ended 31 August 2022**

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The Directors (who are also the trustees of the Charitable Company for the purposes of charity law) are responsible for preparing the Trustees' Report and the financial statements in accordance with the Annual Accounts Direction issued by the Education and Skills Funding Agency (ESFA), 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 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 in the Charities SORP 2019 and the Academies Accounts direction 2021 to 2022;
- make judgements and 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; and
- 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 their conduct and operation of the Charitable Company they apply financial and other controls, which conform with the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from the ESFA have been applied for the purposes intended.

All Trustees are required to complete, and keep updated, an annual declaration of business interests, to ensure that any potential conflict of interest is clear prior to any transaction taking place. During the year, there were no related party transactions with any Trustee.

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 and signed on its behalf by:

  
Dianna Gwilliams (Jan 25, 2023 13:52 GMT)

**The Very Reverend Dianna Gwilliams**  
**Chair of Trustees**

**Date:** Jan 25, 2023

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE GOOD SHEPHERD TRUST**

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### **Independent auditor's report to the members of The Good Shepherd Trust**

We have audited the financial statements of The Good Shepherd Trust ("the 'Academy Trust') for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice), Accounting and Reporting by Charities; Statement of Recommended Practice applicable to Charities (Charities SORP 2019) and the Academies Accounts Direction 2021 to 2022 issued by the Education & Skills Funding Agency.

In our opinion, the financial statements:

- give a true and fair view of the state of the Academy Trust's affairs at 31 August 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Charities SORP 2019 and Academies Accounts Direction 2021 to 2022.

### **Basis for opinion**

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

### **Conclusions relating to going concern**

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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.

### **Other information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
THE GOOD SHEPHERD TRUST (continued)**

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

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

We have nothing to report in this regard.

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

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

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

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

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

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

- adequate accounting records have not been kept by the company, 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 set out on page 25, the trustees (who are also the directors for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Academy Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE GOOD SHEPHERD TRUST (continued)**

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using the going concern basis of accounting unless the trustees either intend to liquidate the Academy Trust or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

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

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

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. Based on our understanding of the Academy Trust and its activities, we identified that the principal risks of non-compliance with laws and regulations related to the funding agreement with the Department of Education, UK tax legislation, pensions legislation, employment regulation and health and safety regulation, anti-bribery, corruption and fraud, money laundering, non-compliance with implementation of government support schemes relating to COVID-19, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2021 to 2022.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate, those charged with governance, as to whether the Academy Trust is in compliance with laws and regulations, and discussing their policies and procedures regarding compliance with laws and regulations;
- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the Academy Trust which were contrary to applicable laws and regulations, including fraud.

We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as the funding agreement with the Department of Education, tax legislation, pension legislation, the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2021 to 2022.

In addition, we evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
THE GOOD SHEPHERD TRUST (continued)**

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estimates, in particular in relation to income recognition (which we pinpointed to the cut off assertion) and significant one-off or unusual transactions.

Our audit procedures in relation to fraud included but were not limited to:


- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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

**Use of the audit report**

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

  
Nicola Wakefield (Jan 25, 2023 15:44 GMT)

Nicola Wakefield (Senior Statutory Auditor)  
for and on behalf of Mazars LLP  
Chartered Accountants and Statutory Auditor

6 Sutton Plaza, Sutton Court Road  
Sutton, Surrey SM1 4FS

Date: Jan 25, 2023

## **INDEPENDENT AUDITOR'S ASSURANCE REPORT ON REGULARITY TO THE TRUSTEES OF THE GOOD SHEPHERD TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY**

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### **Independent Reporting Accountant's Assurance Report on Regularity to The Good Shepherd Trust and the Education and Skills Funding Agency**

In accordance with the terms of our engagement letter dated 4 November 2022 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2021 to 2022, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by The Good Shepherd Trust during the period 1 September 2021 to 31 August 2022 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

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

#### **Respective responsibilities of The Good Shepherd Trust's Accounting Officer and the reporting accountant**

The Accounting Officer is responsible, under the requirements of The Good Shepherd Trust's funding agreement with the Secretary of State for Education dated 30 August 2013 and the Academy Trust Handbook, extant from 1 September 2021, 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 2021 to 2022. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period 1 September 2021 to 31 August 2022 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

#### **Approach**

We conducted our engagement in accordance with the Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by the ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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



**INDEPENDENT AUDITOR'S ASSURANCE REPORT ON REGULARITY TO THE TRUSTEES OF  
THE GOOD SHEPHERD TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY (continued)**

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

The work undertaken to draw to our conclusion includes:

- Planning our assurance procedures including identifying key risks;
- Carrying out sample testing on controls;
- Carrying out substantive testing including analytical review; and
- Concluding on procedures carried out.

**Conclusion**

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 1 September 2021 to 31 August 2022 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

Mazars LLP  
Mazars LLP (Jan 25, 2023 18:06 GMT)

**Mazars LLP, Reporting Accountant  
Statutory Auditors**

6 Sutton Plaza, Sutton Court Road  
Sutton, Surrey SM1 4FS

Date: Jan 25, 2023

**THE GOOD SHEPHERD TRUST**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**For the year ended 31 August 2022**

		2022	2022	2022	2022	2021
		Unrestrict- ed funds	Restricted funds	Restricted fixed asset funds	Total	Total Restated
	Note	£,000	£,000	£,000	£,000	£,000
<b>Income and endowments from</b>						
Donations and capital grants	3	103		1,349	1,452	2,216
Transfer from local authority on conversion	2	-	-	-	-	-
Charitable activities						
Funding for the Trust's educational operations	4	1,080	26,089	-	27,169	25,859
Other trading activities	5	722	-	-	722	443
Investment income	6	1	-	-	1	1
<b>Total</b>		<b>1,906</b>	<b>26,089</b>	<b>1,349</b>	<b>29,344</b>	<b>28,519</b>
<b>Expenditure on</b>						
Raising funds	7	334	-	-	334	-
Charitable activities:						
Trust's educational operations	7, 9	910	29,277	1,386	31,573	30,043
<b>Total</b>		<b>1,244</b>	<b>29,277</b>	<b>1,386</b>	<b>31,907</b>	<b>30,043</b>
<b>Net income/(expenditure)</b>		<b>662</b>	<b>(3,188)</b>	<b>(37)</b>	<b>(2,563)</b>	<b>(1,524)</b>
Transfers between funds	18	(549)	410	139	-	-
<b>Other recognised gains</b>						
Actuarial gains/(losses) on defined benefit pension scheme	26	-	14,933	-	14,933	(2,320)
<b>Net movement in funds</b>		<b>113</b>	<b>12,155</b>	<b>102</b>	<b>12,370</b>	<b>(3,844)</b>
Total funds/(deficit) at 31 August 2021 – as originally stated		1,931	(14,558)	8,756	(3,871)	45
Prior period adjustment	14	-	(1,914)	(232)	(2,146)	(2,218)
Total funds/(deficit) at 31 August 2021 – restated		1,931	(16,472)	8,524	(6,017)	
<b>Total funds at 31 August 2022</b>	19	<b>2,044</b>	<b>(4,317)</b>	<b>8,626</b>	<b>6,353</b>	<b>(6,017)</b>

All income and expenditure derived from continuing activities.

**THE GOOD SHEPHERD TRUST**  
**BALANCE SHEET**  
**As at 31 August 2022**

Company number 8366199

	Notes	2022 £,000	2021 £,000 Restated
<b>Fixed assets</b>			
Tangible fixed assets	14	7,105	7,176
<b>Current assets</b>			
Debtors	15	2,083	920
Cash at bank	24	4,804	5,497
		<u>6,887</u>	<u>6,417</u>
<b>Creditors: amounts falling due within one year</b>	16	(2,857)	(2,299)
<b>Net current assets</b>		<u>4,030</u>	<u>4,118</u>
<b>Total assets less current liabilities</b>		11,135	11,294
Creditors: amounts falling due after more than one year	17	(3)	(10)
		<u>11,132</u>	<u>11,284</u>
Pension scheme liability	26	(4,779)	(17,301)
<b>Net assets/(liabilities) including pension liability</b>		<u>6,353</u>	<u>(6,017)</u>
<b>The funds of the charity</b>			
<b>Restricted funds</b>			
Fixed asset fund	18	8,626	8,524
General fund	18	462	829
Pension reserve	18	(4,779)	(17,301)
<b>Unrestricted income funds:</b>			
Unrestricted funds		<u>2,044</u>	<u>1,931</u>
<b>Total funds</b>	18	<u>6,353</u>	<u>(6,017)</u>

These financial statements were approved by the Board of Trustees and authorised for issue and are signed on their behalf by:

  
 Dianna Gwilliams (Jan 25, 2023 13:52 GMT)

**The Very Reverend Dianna Gwilliams**  
**Chair of Trustees**  
**Date:** Jan 25, 2023

The notes on pages 36 to 58 form part of these financial statements.

**THE GOOD SHEPHERD TRUST**  
**CASH FLOW STATEMENT**  
For the year ended 31 August 2022

		<b>2022</b>	<b>2021</b>
	<b>Notes</b>	<b>£,000</b>	<b>£,000</b>
<b>Cash flows from operating activities</b>			
Net cash from operating activities	21	(2,579)	172
<b>Cash flows from investing activities</b>	22	1,884	(20)
<b>Cash flows from financing activities</b>	23	1	1
<b>Change in cash and cash equivalents in the period</b>		<u>(693)</u>	<u>154</u>
Cash and cash equivalents at 1 September 2021	24	5,497	5,343
<b>Cash and cash equivalents at 31 August 2022</b>		<u><u>4,804</u></u>	<u><u>5,497</u></u>

The notes to this statement are on pages 53-54.

**THE GOOD SHEPHERD TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 August 2022**

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**1. ACCOUNTING POLICIES**

**a) General information**

The Trust is a company limited by guarantee, incorporated in England and Wales (company number: 08366199). The Company's registered office address is: The Academies Office, Larch Avenue, Guildford, Surrey, England, GU1 1JY.

**b) Basis of preparation of financial statements**

The financial statements of the Trust, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2021 to 2022 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

The Good Shepherd Trust constitutes a public benefit entity as defined by FRS 102.

**c) Going concern**

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

**d) Income**

All income is recognised when the Trust is legally entitled to it, receipt is probable and the amount can be measured reliably.

i) **Interest** is recognised as income when receivable.

ii) **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 year is shown in the relevant funds on the balance sheet. Where income is received in advance of meeting any performance-related conditions there is not unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met. Where entitlement occurs before income is received, the income is accrued.

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

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

ii) **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.

iv) **Other income**, including the hire of facilities, is recognised in the period it is receivable and to the extent the academy trust has provided the goods or services.

v) **Transfer on conversion** Where assets are received by the trust on conversion to an academy, the transferred assets are measured at fair value and recognised in the balance sheet at the point when the risks and rewards of ownership pass to the trust. An equal amount of income is recognised as Transfer on conversion within Donations and capital grant income.

**e) 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.

- i) **Expenditure on Raising Funds:** This includes all expenditure incurred by the academy trust to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.
- ii) **Charitable Activities:** These are costs incurred on the academy trust's educational operations, including support costs and costs relating to the governance of the academy trust apportioned to charitable activities.

All expenditure is inclusive of irrecoverable VAT.

**f) Operating leases**

Rentals under operating leases are charged to the statement of financial activities income and expenditure account on a straight-line basis over the lease term.

**g) Fund balances**

Fund balances are split between unrestricted (general and designated), restricted and endowment funds.

- **Unrestricted funds** are the Trust's corporate funds and are freely available for any purpose within the Trust's objects, at the discretion of the Trustees. There are two types of unrestricted funds:
- **General funds** which the Trustees intend to use for the general purposes of the Trust; and
- **Designated funds** set aside out of unrestricted funds by the Trustees for specific purposes.
- **Restricted funds** are income funds subject to conditions imposed by the donor as specific terms of trust.
- **Restricted fixed asset funds** are resources which are to be applied to specific capital purposes imposed by funders where the asset acquired or created is held for a specific purpose.
- **Restricted general funds** comprise all other restricted funds received with restrictions imposed by the funder/donor and include grants from the ESFA/DfE.
- **Endowment funds** are those held on trust to be retained for the benefit of the charity as a capital fund. Income arising from assets held as endowment is accounted for within restricted or unrestricted funds as appropriate.

**h) Fixed assets**

All assets costing more than £10,000 are capitalised. Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the Balance Sheet at cost and depreciated over their expected useful economic life. The related grants are credited to a restricted fixed asset fund in the Statement of Financial Activities and are carried forward in the Balance Sheet. Depreciation on such assets is charged to the restricted fixed asset fund in the Statement of Financial Activities so as to reduce the fund over the useful economic life of the related asset on a basis consistent with the Trust's depreciation policy.

Where improvements are made to land and buildings owned by local church trustees, and occupied by the Trust on a rolling two year basis under a church supplemental agreement, this expenditure is

**THE GOOD SHEPHERD TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 August 2022 (continued)**

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accounted for as a Trust grant to the local church trustees, and not capitalised.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

- i) **Leasehold buildings** are depreciated on a straight-line basis over the remaining useful life as estimated by the Trust's surveyors.
- ii) **Leasehold improvements and fixtures and fittings** are depreciated on a straight-line basis over the estimated useful life of the asset
- iii) **Computer equipment** is depreciated on a straight-line basis over the expected useful life of 3 years.

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

**i) Debtors**

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

**j) Liabilities and provisions**

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 academy anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

**k) Financial instruments**

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

Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 15. Prepayments are not financial instruments. Amounts due to the charity's wholly owned subsidiary are held at face value less any impairment.

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

Financial liabilities – trade creditors, accruals and other creditors are financial instruments and are measured at amortised cost as detailed in notes 16 and 17. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument. Amounts due to charity's wholly owned subsidiary are held at face value less any impairment.

**l) Taxation**

The Trust is considered to pass the tests set out in paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Trust is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**THE GOOD SHEPHERD TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 August 2022 (continued)**

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**m) Pensions**

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

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the 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. As stated in note 26, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore 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 scheme and the assets are held separately from those of the 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 incorporating income and expenditure account 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.

**n) Critical accounting estimates and areas of judgement**

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

For some of the Trust's academies, the charitable company occupies the buildings under a Church Supplemental Agreement which includes a two year break clause, thus judgement has been applied in determining that these buildings and leasehold improvements should not be recognised on the balance sheet.

**Critical accounting estimates and assumptions:**

The 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 (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 2022. 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.



**THE GOOD SHEPHERD TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 August 2022 (continued)**

The accounting policies have been applied consistently in dealing with items which are considered material in relation to the Trust's financial statements.

**2 CONVERSION TO ACADEMY STATUS WITHIN THE TRUST**

There were no conversions during the year.

**3 DONATIONS AND CAPITAL GRANTS**

	Unrestricted Funds £,000	Restricted Funds £,000	Restricted Asset fund £,000	Total 2022 £,000	Total 2021 £,000
Donations	-	-	-	-	46
Grants	103	-	-	103	345
Capital grants – ESFA	-	-	245	245	1,825
Capital grants – local authority	-	-	1,104	1,104	-
	103	-	1,349	1,452	2,216

In the current year, in addition to School Condition Allocation funding, S106 funding was granted to St Mark and All Saints Primary School, and Community Infrastructure Levy funding at Ashley CofE Primary School, and corresponding expenses are included in note 9 below.

In 2021, of the total donations and capital grants, £391,000 was for unrestricted funds and £1,825,000 was for restricted funds.

**4 FUNDING FOR THE TRUST'S EDUCATIONAL OPERATIONS**

	Unrestricted Funds £,000	Restricted Funds £,000	Total 2022 £,000	Total 2021 £,000
<b>DfE/ESFA grants</b>				
General Annual Grant (GAG)	-	21,800	21,800	20,377
Teachers' pay and pension grants	-	25	25	968
Pupil premium	-	1,003	1,003	924
Universal infant free school meals	-	444	444	452
Start-up Grants	-	25	25	-
Supplementary grant	-	248	248	66
Catch up funding	-	107	107	366
Other DfE/ESFA grants	-	609	609	524
	-	24,261	24,261	23,677
<b>Other Government grants</b>				
Local authority revenue grants	-	1,647	1,647	1,606
	-	1,647	1,647	1,606
<b>Exceptional Government funding</b>				
Coronavirus Job Retention Scheme	-	-	-	18
	-	-	-	18

**THE GOOD SHEPHERD TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 August 2022 (continued)**

**Other income**

RPA insurance receipts	-	7	7	81
Other income	1,080	174	1,254	477
	1,080	181	1,261	558
	1,080	26,089	27,169	25,859

No staff were furloughed during the year.

In 2021, of the total funding for the Trust's educational operations, £247,000 was to unrestricted funds (all classified as "other income") and £25,612,000 was to restricted funds.

**5 OTHER TRADING ACTIVITIES**

	Unrestricted Funds £,000	Restricted Funds £,000	Total 2022 £,000	Total 2021 £,000
Hire of facilities	250	-	250	162
Other	472	-	472	281
	722	-	722	443

In 2021, of the total other trading activities, £162,000 was for unrestricted funds and £281,000 was for restricted funds.

**6 INVESTMENT INCOME**

	Unrestricted Funds £,000	Restricted Funds £,000	Total 2022 £,000	Total 2021 £,000
Interest receivable	1	-	1	1
	1	-	1	1

In 2021, of the total investment income, £1,000 was for unrestricted funds and £Nil was for restricted funds.

**7 EXPENDITURE**

	Staff Costs £,000	Non-Pay Premises £,000	Expenditure Other costs £,000	Total 2022 £,000	Total 2021 £,000
Expenditure on raising funds:					-
- Direct costs	240	-	-	240	-
- Allocated support costs	-	-	94	94	-
	240	-	94	334	-
Academy's educational operations					
- Direct costs	18,483	-	2,934	21,417	19,827
- Allocated support costs	2,972	3,136	4,048	10,156	10,216
	21,455	3,136	6,982	31,573	30,043
	21,695	3,136	7,076	31,907	30,043

**THE GOOD SHEPHERD TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 August 2022 (continued)**

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

	<b>Staff Costs £,000</b>	<b>Non-Pay Premises £,000</b>	<b>Expenditure Other costs £,000</b>	<b>Total 2021 £,000</b>	<b>Total 2020 £,000</b>
Academy's educational operations					
- Direct costs	17,565	-	2,262	19,827	19,206
- Allocated support costs	3,555	3,305	3,356	10,216	10,175
	<b>21,120</b>	<b>3,305</b>	<b>5,618</b>	<b>30,043</b>	<b>29,381</b>

	<b>2022 £,000</b>	<b>2021 £,000</b>
Operating leases	47	44
Depreciation	138	138
Fees payable to auditor – audit	27	25
- other services	6	6
	<b>218</b>	<b>213</b>

**8 ANALYSIS OF GRANT EXPENDITURE**

	<b>Unrestricted funds £,000</b>	<b>Restricted funds £,000</b>	<b>Total 2022 £,000</b>	<b>Total 2021 £,000</b>
Improvements to diocesan property occupied by the academy trust	-	1,248	1,248	1,548
Total	-	1,248	1,248	1,548

**THE GOOD SHEPHERD TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 August 2022 (continued)

**9 CHARITABLE ACTIVITIES – TRUST’S EDUCATIONAL OPERATIONS**

	Unrestricted Funds 2022 £,000	Restricted Funds 2022 £,000	Total 2022 £,000	Unrestricted Funds 2021 £,000	Restricted Funds 2021 £,000	Total 2021 £,000
<b>Direct costs</b>						
Teaching and educational support staff costs	-	18,483	18,483	-	17,565	17,565
Technology costs	-	817	817	-	664	664
Educational supplies	36	697	733	19	573	592
Staff development	-	124	124	-	127	127
Educational consultancy	-	331	331	-	397	397
Trips and visits	874	-	874	442	-	442
Other direct costs	-	55	55	-	40	40
	910	20,507	21,417	461	19,366	19,827
<b>Allocated support costs</b>					<b>Restated</b>	
Support staff costs	-	2,972	2,972	24	3,531	3,555
Depreciation	-	138	138	-	138	138
Technology costs	-	129	129	-	116	116
Recruitment and support	-	200	200	-	274	274
Maintenance of premises and equipment	-	3,136	3,136	-	3,305	3,305
Pension finance costs	-	2,411	2,411	-	1,672	1,672
Other support costs	-	1,076	1,076	51	1,000	1,051
Legal costs – conversion	-	8	8	-	-	-
Legal costs – other	-	10	10	-	43	43
Auditor’s remuneration						
- audit of financial statements	-	27	27	-	25	25
- other services	-	6	6	-	6	6
Trustees reimbursed expenses	-	-	-	-	1	1
Other governance costs	-	42	42	-	30	30
	-	10,156	10,156	75	10,141	10,216
	910	30,663	31,573	536	29,507	30,043

**10 STAFF**

**a) Staff Costs**

	2022 £,000	2021 £,000
Staff costs during the period were:		
Wages and salaries	15,965	15,778
Social security costs	1,526	1,389
Operating costs of defined benefit pensions schemes	3,534	3,461
	21,025	20,628
Supply staff costs	608	464
Staff restructuring costs	62	28
	21,695	21,120
Staff restructuring costs comprise:		
- Severance payments	46	28
- Redundancy payments	16	-
	62	28

**THE GOOD SHEPHERD TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 August 2022 (continued)**

**b) Severance payments**

The Trust made 6 severance payments in the year disclosed in the following bands:

0-£25,000	6
£25,001-£50,000	0
£50,001-£100,000	0
£100,001-£150,000	0
£150,001+	0

These are included in staff severance payments are non-contractual settlement payments of £40k (2021: £28k) comprised of individual payments of £15,000, £7,351, £5,852, £5,000, £3,207 and £3,131,

**c) Staff numbers**

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

	<b>2022</b>	<b>2021</b>
	<b>No.</b>	<b>No.</b>
<b>Charitable activities</b>		
Teachers	309	300
Education Support	305	355
Administration and support	92	92
Trust Management	7	7
<b>Total</b>	<b>713</b>	<b>754</b>

**d) Higher paid staff**

The number of employees whose emoluments during the year exceeded £60,000 is as follows:

	<b>2022</b>	<b>2021</b>
£60,001 - £70,000	11	9
£70,001 - £80,000	4	3
£80,001 - £90,000	4	7
£90,001 - £100,000	1	1
£120,001 - £130,000	-	1
£130,001 - £140,000	1	-

**e) Key management personnel**

The key management personnel of the Trust comprise the senior management team as listed on page 2, together with the head teachers of academies within the Trust. The total amount of employee benefits (including pension contributions) received by key management personnel for their services to the Trust was:

	<b>2022</b>	<b>2021</b>
	<b>£,000</b>	<b>£,000</b>
Senior leadership team	974	843
Head teachers	1,253	1,250

**11 RELATED PARTY TRANSACTIONS INCLUDING TRUSTEES' REMUNERATION AND EXPENSES**

Owing to the nature of the academy trust and the composition of the board of trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the trustees have an interest.

The Trustees consider that the following bodies are related parties in respect of the Trust:

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- a) The Guildford Diocesan Board of Education (GDBE) is the sponsor in cases where Church of England voluntary aided or voluntary controlled schools are required to convert to academy status. The GDBE is constituted under the Diocesan Boards of Education Measure 1991 and is not an incorporated body, but conducts all its business through the Guildford Diocesan Board of Finance (GDBF) (a company limited by guarantee and a registered charity) and the GDBF's trading subsidiary, Guildford Diocesan Services Limited.
- b) The Guildford Diocese Educational Trust (GDET) is a company limited by guarantee and a charity, set up to be the incorporated sub-committee of the GDBE dealing with church academies in the Diocese of Guildford (an "umbrella" trust). It has no financial transactions. GDET is a corporate member of the Good Shepherd Trust and appoints other members of the Good Shepherd Trust.
- c) At the balance sheet date GDBF held on behalf of the Trust a balance of £849,737, being S106 funds held in relation to capital improvement works at St Mark and All Saints Primary School (2021: £nil). GDBF paid £510,087 on 6 September 2022 to reimburse invoices settled during the year by GST. At the balance sheet date GST had a liability of £nil to the GDBF (2021: £88,541).
- d) The following related party transactions took place in the financial period:

Guildford Diocesan Services Limited is the wholly owned trading subsidiary of the GDBF. During the year the Trust paid £9,488 (2021: £38,339) to GDSL for property and education services at cost, and £nil was outstanding at the year-end (2021: £nil).

All transactions involving related parties are conducted in accordance with the requirements of the Academy Trust Handbook, including notifying ESFA of all transactions made on or after 1 April 2019 and obtaining their approval where required, and with the academy trust's financial regulations and normal procurement procedures relating to connected and related party transactions.

No Trustee received any remuneration from the Trust during the year. During the year the Trust reimbursed travelling and other out of pocket expenses to one trustee in the amount of £89 (2021: £751).

## **12 TRUSTEE AND OFFICER INSURANCE**

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

## **13 CENTRAL SERVICES**

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

- School improvement
- Governance support services;
- Finance and payroll services;
- Human resources services;
- Management and educational support services;
- Estates management

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The Trust funded these services by holding back a Trust Share for each academy school of 7.0% of their general academy grant.

	<b>2022</b>	<b>2021</b>
	<b>£,000</b>	<b>£,000</b>
The actual amounts charged during the year were as follows:		
The Holme Church of England Primary School, Headley	52	34
St John's Church of England Primary School, Dorking	86	65
St Mary's Church of England Primary School, Chiddingfold	66	48
St Paul's Church of England Primary School, Addlestone	122	87
Ashley Church of England Primary School, Walton-on-Thames	174	128
Queen Eleanor's Church of England Junior School, Guildford	102	75
The Weald Church of England Primary School, Beare Green	56	53
Christ's College, Guildford	291	228
Waverley Abbey Church of England Junior School, Tilford	142	99
Farnborough Grange Nursery/Infant Community School	49	51
Potters Gate/St Andrew's Church of England Primary School, Farnham	160	114
Surrey Hills All Saints Primary School, Dorking	64	50
Ottershaw Infants and Junior Schools, Ottershaw	125	90
St Mark and All Saints Primary School, Godalming	37	31
	<b>1,526</b>	<b>1,153</b>

**14 TANGIBLE FIXED ASSETS**

The cost of leasehold land and buildings at each school on conversion is stated at professional valuation provided by FHP Property Consultants within one year of conversion.

Where land and buildings at former local authority maintained schools has been provided by way of a church supplemental agreement by the local church trustees for use by the Trust for the purposes of the successor academy, these land and buildings have not been valued in the financial statements.

There has been a correction to prior year values to de-recognise the value of leasehold land and buildings and improvements in respect of properties held under a Church supplemental agreement. This has decreased the cost of leasehold buildings and improvements by £2,658,067, and the accumulated depreciation by £440,055 as of 1 September 2020. Overall, this decreases the net book value of fixed assets by £2,145,941 as of 1 September 2020 compared to the amount previously stated with a corresponding decrease in the restricted fixed asset fund.

The depreciation charge for the year ended 31 August 2021 has been reduced by £72,071 and there has been a charge in the year to 31 August 2021 of £2,145,941 to reflect the expenditure on Diocesan property which is shown as an expense within the fixed asset fund.

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<b>Restated</b>	<b>Leasehold land and buildings</b>	<b>Leasehold improvements</b>	<b>Furniture and equipment</b>	<b>Computer equipment</b>	<b>Total</b>
<b>Cost</b>	<b>£,000</b>	<b>£,000</b>	<b>£,000</b>	<b>£,000</b>	<b>£,000</b>
At 1 September 2020	9,291	444	831	145	10,711
Additions	-	20	-	-	20
Prior period adjustment	(2,312)	(346)	-	-	(2,658)
<b>At 31 August 2021</b>	<b>6,979</b>	<b>118</b>	<b>831</b>	<b>145</b>	<b>8,073</b>
<b>Depreciation</b>					
At 1 September 2020	460	186	408	145	1,199
Charged in year	67	-	71	-	138
Prior period adjustment	(262)	(178)	-	-	(440)
<b>At 31 August 2021</b>	<b>265</b>	<b>8</b>	<b>479</b>	<b>145</b>	<b>897</b>
<b>Net Book Value</b>					
At 31 August 2021	6,714	110	352	-	7,176

	<b>Leasehold land and buildings</b>	<b>Leasehold improvements</b>	<b>Furniture and equipment</b>	<b>Computer equipment</b>	<b>Total</b>
<b>Cost</b>	<b>£,000</b>	<b>£,000</b>	<b>£,000</b>	<b>£,000</b>	<b>£,000</b>
At 1 September 2021	6,979	118	831	145	8,073
Additions	-	67	-	-	67
<b>At 31 August 2022</b>	<b>6,979</b>	<b>185</b>	<b>831</b>	<b>145</b>	<b>8,140</b>
<b>Depreciation</b>					
At 1 September 2021	265	8	479	145	897
Charged in year	65	8	65	-	138
<b>At 31 August 2022</b>	<b>330</b>	<b>16</b>	<b>544</b>	<b>145</b>	<b>1,035</b>
<b>Net Book Value</b>					
At 31 August 2022	6,649	169	287	-	7,105

**15 DEBTORS**

	<b>2022</b>	<b>2021</b>
	<b>£,000</b>	<b>£,000</b>
Trade debtors	40	39
Prepayments and accrued income	1,670	616
VAT refundable	343	265
Other debtors	30	-
	<b>2,083</b>	<b>920</b>



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**16 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>2022</b>	<b>2021</b>
	<b>£,000</b>	<b>£,000</b>
Trade creditors	595	593
Taxation and social security	333	343
Other creditors	394	502
Accruals and deferred income	1,529	854
Loans	7	7
	<u>2,857</u>	<u>2,299</u>

	<b>2022</b>	<b>2021</b>
	<b>£,000</b>	<b>£,000</b>
<b>Deferred income</b>		
Deferred income at 1 September 2021	605	629
Released from previous years	(605)	(629)
Resources deferred in the year	1,159	605
	<u>1,159</u>	<u>605</u>
Deferred income at 31 August 2022	<u>1,159</u>	<u>605</u>

Deferred income for the year is comprised of: UIFSM grant: £258,705 (2021: £255,835); other DfE revenue grants: £136,579 (2021: £145,415); Local Authority grants: £72,840 (2021: £155,789); school trip/extended care income: £88,660 (2021: £48,079); deferred capital grant £601,834 (2021: £nil).

**17 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	<b>2022</b>	<b>2021</b>
	<b>£,000</b>	<b>£,000</b>
Loan	3	10
	<u>3</u>	<u>10</u>
Loan repayment instalments are due as follows:		
Between one and two years	3	7
Between two and five years	-	3
	<u>3</u>	<u>10</u>
	<u>3</u>	<u>10</u>

There were three loans outstanding at 31 August 2022 from Salix Finance. At the Holme CofE Primary School, to the Trust for a heating project and for a flat roof replacement scheme at the Holme CE Primary School, and for a heating project at the Weald CE Primary School. They are interest-free and repayable in half-yearly instalments over periods of 5 to 9 years.

**THE GOOD SHEPHERD TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 August 2022 (continued)**

**18 FUNDS**

	Balance at 31 August 2021 £,000	Income £,000	Expenditure £,000	Gains, losses and transfers £,000	Balance at 31 August 2022 £,000
<b>Restricted general funds</b>					
General annual grant	829	21,800	(22,594)	410	445
Teachers' pay and pension grants	-	25	(25)	-	-
Pupil premium	-	1,003	(1,003)	-	-
Universal infant free school meals	-	444	(444)	-	-
Start-up grants	-	25	(8)	-	17
Supplementary grant	-	248	(248)	-	-
Catch up funding	-	107	(107)	-	-
Other DfE/ESFA grants and other income	-	790	(790)	-	-
Local authority grants	-	1,647	(1,647)	-	-
Pension scheme reserve	(17,301)	-	(2,411)	14,933	(4,779)
	(16,472)	26,089	(29,277)	15,343	(4,317)
<b>Restricted fixed asset funds</b>					
Transfer on conversion	6,610		(82)	139	6,667
DfE/ESFA capital grants	1,914	245	(497)	-	1,662
Other capital funds	-	1,104	(807)	-	297
	8,524	1,349	(1,386)	139	8,626
<b>Total restricted funds</b>	(7,948)	27,438	(30,663)	15,482	4,309
<b>Unrestricted funds</b>	1,931	1,906	(1,244)	(549)	2,044
<b>Total funds</b>	(6,017)	29,344	(31,907)	14,933	6,353

Transfers have been made from unrestricted to restricted funds to support operations at Trust schools; from DFC to capital funds to support capital projects; and from the LGPS reserve to general reserve to offset the net cost of LGPS contributions.

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

<b>Restated</b>	<b>Balance at 31 August 2020 £,000</b>	<b>Income £,000</b>	<b>Expenditure £,000</b>	<b>Gains, Losses and Transfers £,000</b>	<b>Balance at 31 August 2021 £,000</b>
<b>Restricted general funds</b>					
General annual grant	939	20,377	(22,375)	1,887	829
Teachers' pay and pension grants	-	968	(968)	-	-
Pupil premium	-	924	(924)	-	-
Universal infant free school meals	-	452	(452)	-	-
Supplementary grant	-	66	(66)	-	-
Catch up funding	-	366	(366)	-	-
Pre-opening grants	-	-	-	-	-
Other DfE/ESFA grants	-	1,005	(1,005)	-	-
Local authority grants	-	1,626	(1,626)	-	-
Pension scheme reserve	(13,309)	-	(2,320)	(1,672)	(17,301)
	(12,370)	25,784	(30,102)	215	(16,472)
<b>Restricted fixed assets funds</b>					
Transfer on conversion	8,871	-	(115)	-	8,756
Prior period adjustment	(2,218)	-	72	-	(2,146)
DfE/ESFA capital grants	1,607	895	(643)	55	1,914
Other capital funds	-	1,040	(1,040)	-	-
	8,260	1,934	(1,726)	55	8,524
<b>Total restricted funds</b>	<b>(4,110)</b>	<b>27,718</b>	<b>(31,828)</b>	<b>270</b>	<b>(7,948)</b>
<b>Unrestricted funds</b>	<b>1,936</b>	<b>801</b>	<b>(536)</b>	<b>(270)</b>	<b>1,931</b>
<b>Total funds</b>	<b>(2,174)</b>	<b>28,519</b>	<b>(32,364)</b>	<b>-</b>	<b>(6,017)</b>

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

**Restricted general funds**

- a) general annual grant: for educational purposes in the Trust's academies, as specified in ESFA funding agreements.
- b) pre-opening grants: for the purposes of converting maintained schools to academy status within the Trust, including school improvement during the first years of operation as an academy.
- c) other ESFA grants: in accordance with the terms and conditions of the grant, eg. Sponsor capacity grant, teachers' pay and pension grants, pupil premium, universal infant free school meal, PE sports funding.
- d) local government pension scheme reserve: this reserve is in deficit, reflecting the Trust's liability to fund in the long term the actuarial deficit on its sections of the local government defined benefit pension scheme.

**Restricted fixed assets funds**

- a) transfer from local authority/trustees: this reserve represents the net book value of the leasehold interest in land and buildings acquired on academy conversion, and any improvements thereto.
- b) ESFA capital grants: these capital grants from ESFA (eg. Academies capital and maintenance fund, environmental improvement, condition improvement fund, school condition allocations) may be used specifically in accordance with the terms of the approved bid.
- c) other capital funds consist of the restricted proceeds of previous fundraising for specified property purposes.

**THE GOOD SHEPHERD TRUST**  
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**Unrestricted funds:** may be used for any of the general purposes of the Trust, and may be designated by the Trustees for any subset of those general purposes, eg. at a particular academy.

Both the restricted general funds (derived from the general annual grant which has yet to be spent for educational purposes in the Trust's schools) and the unrestricted funds (in their entirety) are held and managed as Trust-wide resources and may be used for any educational or general purpose respectively, as designated by the Trustees for any subset of those educational or general purposes, including for example at any of the Trust's schools or for shared services.

Figures showing these funds against a particular school are for historical information/comparison.

No limits have been imposed on the amount of GAG that the Trust is permitted to carry forward from one year to the next.

**Funds balances at 31 August 2022 were allocated as follows:**

	<b>2022</b>	<b>2021</b>
	<b>£,000</b>	<b>£,000</b>
		<b>Restated</b>
The Holme	(113)	(69)
St John's	116	134
St Mary's	69	24
St Paul's	283	298
Ashley	166	229
Queen Eleanor's	407	345
The Weald	(324)	(237)
Christ's College	814	804
Waverley Abbey	407	363
Farnborough Grange	232	186
Potters Gate/St Andrew's	368	302
Surrey Hills All Saints	(144)	(91)
Ottershaw Infants and Junior	186	147
St Mark and All Saints	16	11
Central services	23	314
<b>Total before fixed assets and pension reserve</b>	<b>2,504</b>	<b>2,760</b>
Restricted fixed asset fund	8,626	8,524
Pension reserve	(4,779)	(17,301)
<b>Total</b>	<b>6,353</b>	<b>(6,017)</b>

The following schools are carrying a net deficit:

The Holme CofE Primary School has experienced low pupil numbers for a period of time owing to decreased birth rate in the locality. However, pupil numbers have increased and are now stable, and the Trust is content to maintain this position in the current challenging environment.

The Weald CofE Primary School experienced a reduction in pupil numbers, and elected to discontinue KS1 provision owing to surplus capacity in this locality. However, with its recent Ofsted Good, we anticipate that pupil numbers will increase which will have a corresponding positive effect on the school's grant funding.

Surrey Hills CofE Primary School also experienced a reduction in pupil numbers. Consequently, the Trust took the decision to close the Abinger site, moving all pupils to the Westcott site. This generated additional costs in the year, but will achieve longer-term savings for the school.

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**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)	2021/22
	£,000	£,000	£,000	£,000	£,000
The Holme	645	101	42	250	1,038
St John's	1,187	210	58	533	1,988
St Mary's	716	106	41	310	1,173
St Paul's	1,578	214	63	677	2,532
Ashley	2,181	270	112	1,173	3,736
Queen Eleanor's	1,126	156	72	368	1,722
The Weald	715	103	77	267	1,162
Christ's College	2,944	412	275	1,072	4,703
Waverley Abbey	1,492	162	86	627	2,367
Farnborough Grange	819	111	73	372	1,375
Potters Gate/St Andrew's	1,865	221	147	710	2,943
Surrey Hills All Saints	693	107	47	351	1,198
Ottershaw Infants & Junior	1,446	211	80	553	2,290
St Mark and All Saints	615	108	39	785	1,547
Central services	461	720	337	477	1,995
<b>Totals</b>	<b>18,483</b>	<b>3,212</b>	<b>1,549</b>	<b>8,525</b>	<b>31,769</b>

**19 ANALYSIS OF NET ASSETS BETWEEN FUNDS**

Fund balances at 31 August 2022 are represented by:

	Unrestricted Funds £,000	Restricted General Funds £,000	Restricted Fixed assets Funds £,000	Total Funds £,000
Tangible fixed assets	-	437	6,668	7,105
Current assets	2,044	2,283	2,560	6,887
Current liabilities	-	(2,255)	(602)	(2,857)
Long term liabilities	-	(3)	-	(3)
Pension scheme liability	-	(4,779)	-	(4,779)
<b>Total net assets</b>	<b>2,044</b>	<b>(4,317)</b>	<b>8,626</b>	<b>6,353</b>

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

Restated	Unrestricted Funds £,000	Restricted General Funds £,000	Restricted Fixed assets Funds £,000	Total Funds £,000
Tangible fixed assets	-	566	6,610	7,176
Current assets	1,931	2,571	1,914	6,417
Current liabilities	-	(2,299)	-	(2,299)
Long term liabilities	-	(10)	-	(10)
Pension scheme liability	-	(17,301)	-	(17,301)
<b>Total net assets</b>	<b>1,931</b>	<b>(16,473)</b>	<b>8,524</b>	<b>(6,017)</b>

**THE GOOD SHEPHERD TRUST**  
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**20 FINANCIAL COMMITMENTS**

*Operating leases*

At 31 August 2022 the total of the Trust's future minimum lease payments under non-cancellable operating leases was:

	<b>2022</b>	<b>2021</b>
	<b>£,000</b>	<b>£,000</b>
Amounts due within one year	26	42
Amounts due between one and five years	46	50
	<u>72</u>	<u>92</u>

The Trust had the following capital commitments at the balance sheet date, all of which is to be funded from earmarked and approved SCA funding.

	<b>2022</b>	<b>2021</b>
	<b>£,000</b>	<b>£,000</b>
Expenditure contracted for but not yet incurred	936	350
	<u>936</u>	<u>350</u>

**21 RECONCILIATION OF NET (EXPENDITURE) TO NET CASH (OUTFLOW) / INFLOW FROM OPERATING ACTIVITIES**

	<b>2022</b>	<b>2021</b>
	<b>£,000</b>	<b>£,000</b>
Net expenditure	(2,563)	(1,524)
Pension scheme costs recognised in excess of contributions	2,411	1,672
Depreciation (note 14)	138	137
Interest receivable	(1)	(1)
Capital grants from DfE and other capital grants	(1,349)	-
Cash transferred on conversion of schools	-	-
(Increase)/decrease in debtors	(1,163)	118
(Decrease) in creditors	(51)	(230)
<b>Net cash (outflow) / inflow from operating activities</b>	<u>(2,579)</u>	<u>172</u>

**22 CASH FLOWS FROM INVESTING ACTIVITIES**

	<b>2022</b>	<b>2021</b>
	<b>£,000</b>	<b>£,000</b>
Capital grants from the DfE and other capital grants	1,951	-
Purchase of tangible fixed assets	(67)	(20)
<b>Total</b>	<u>1,884</u>	<u>(20)</u>

**23 CASH FLOWS FROM FINANCING ACTIVITIES**

	<b>2022</b>	<b>2021</b>
	<b>£,000</b>	<b>£,000</b>
Interest received	<u>1</u>	<u>1</u>

**THE GOOD SHEPHERD TRUST**  
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**24 ANALYSIS OF CHANGES IN NET FUNDS**

	At 1 September 2021 £,000	Cash flows £,000	At 31 August 2022 £,000
Cash in hand and at bank	5,497	(693)	4,804

**25 ANALYSIS OF CHANGE IN NET DEBT**

	At 1 September 2021	Cashflows	Acquisition/ disposal of subsidiaries	New finance leases	Other non-cash changes	At 31 August 2022
Cash/cash equivalents	5,497	(693)	-	-	-	4,804
Overdraft	-	-	-	-	-	-
	<u>5,497</u>	<u>(693)</u>				<u>4,804</u>
Loans falling due within 1 year	7	-	-	-	-	7
Loans falling due after more than 1 year	10	(7)	-	-	-	3
Total	<u>17</u>	<u>(7)</u>	-	-	-	<u>10</u>

**26 PENSION COMMITMENTS**

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

The pension costs are assessed in accordance with the advice of independent qualified actuaries.

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

The contributions outstanding at 31 August 2022, all relating to the month then ended, amounted to £390,000 (2021: £410,000).

**a) Teachers' Pension Scheme**

**Introduction**

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations (2010) and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers in academies and, from 1 January 2007, automatic for teachers in part-time employment following appointment or a change of contract, although they are able to opt out.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions along with those made by employers are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

**Valuation of the Teachers' Pension Scheme**

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors.

The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. 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 2024.

The employer's pension costs paid to TPS in the period amounted to £2,355,000 (2021: £2,218,000).

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

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

**b) Local Government Pension Scheme**

The LGPS is a funded defined benefit scheme, with assets held in separate trustee-administered funds.

The total contribution made for the year ended 31 August 2022 was £1,485,000 (2021: £1,467,000) of which employer's contributions totalled £1,152,000 (2021: £1,133,000) and employees' contributions totalled £333,000 (2021: £334,000). The agreed contribution rates for future years are between 18.0% and 21.3% for employers, and between 5.5% and 12.5% for employees.

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

<i>Principal actuarial assumptions</i>	<i>At 31 August 2022</i>	<i>At 31 August 2021</i>
Rate of increase in salaries	3.70-4.10%	3.8%
Rate of increase for pensions payment/inflation	2.70-3.20%	2.9%
Discount rate for scheme liabilities	4.10-4.25%	1.7%
Inflation assumption (CPI)	2.70-3.20%	2.6%
Commutation of pensions to lump sums – pre April 2008 serv	25.0%	25.0%
Commutation of pensions to lump sums – post 2008 serv	63.0%	63.0%



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

	<i>At 31 August 2022</i>	<i>At 31 August 2021</i>
<i>Retiring today</i>		
Males	22.1-22.9	22.3
Females	24.5-25.4	24.7
<i>Retiring in 20 years</i>		
Males	23.1-24.7	23.4
Females	26.2-27.1	26.4

	<i>At 31 August 2022</i>	<i>At 31 August 2021</i>
<b>Sensitivity analysis</b>		
Discount rate -0.1%	487	597
Mortality assumption – 1 year increase	806	(973)
Pension increase rate (CPI) rate +0.1%	465	553
Salary increase 0.1%	27	-

The academy trust's share of the assets in the scheme were:

	<i>Fair value at 31 August 2022</i>	<i>Fair value at 31 August 2021</i>
	<i>£,000</i>	<i>£,000</i>
Equity instruments	11,745	11,243
Debt instruments	1,431	2,501
Property	2,079	1,063
Other including cash	612	593
	<u>15,867</u>	<u>15,400</u>
Total market value of assets	<u>15,867</u>	<u>15,400</u>

The actual return on scheme assets was £267,000 excluding gains/(losses) (2021: £208,000).

**Amount recognised in the statement of financial activities**

	<i>2022</i>	<i>2021</i>
	<i>£,000</i>	<i>£,000</i>
Current service cost	3,263	2,570
Past service cost	-	-
Interest cost	567	443
Interest income	(267)	(208)
	<u>3,563</u>	<u>2,805</u>
Total operating charge	<u>3,563</u>	<u>2,805</u>

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

	<b>2022</b>	<b>2021</b>
	<b>£,000</b>	<b>£,000</b>
Valuation of defined benefit obligation at 1 September 2021	32,701	24,747
Transfers from local authority on conversion	-	-
Current service cost	3,263	2,570
Past service cost	-	-
Interest cost	567	443
Remeasurement (gains)/losses	(16,029)	4,771
Employee contributions	333	334
Benefits paid out	(189)	(164)
	<u>20,646</u>	<u>32,701</u>

Changes in the fair value of academy's share of scheme assets:

	<b>2022</b>	<b>2021</b>
	<b>£,000</b>	<b>£,000</b>
Valuation of the fair value of assets at 1 September 2021	15,400	11,438
Transfer of assets from the local authority	-	-
Interest income	267	208
Remeasurement gains/(losses)	(1,096)	144
Employee contributions	333	308
Employer contributions	1,152	1,133
Net benefits paid out	(189)	(164)
Net increase from disposals/acquisitions	-	2,451
	<u>15,867</u>	<u>15,400</u>

**27 POST BALANCE SHEET EVENTS AND CONTINGENT LIABILITIES**

Scott Broadwood CofE Infant School converted to an academy in the Good Shepherd Trust on 1 October 2022.

There were no contingent liabilities at the balance sheet date.

**THE GOOD SHEPHERD TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**28 PRINCIPAL SUBSIDIARY**

The following is a subsidiary of the Trust:

<b>Name</b>	Good Shepherd Trust Services Limited
<b>Company No</b>	11470574
<b>Registered office</b>	Academies Office, Larch Avenue, Guildford GU1 1JY
<b>Principal activity</b>	Provision of services to Church schools and academies
<b>Class of shares</b>	Ordinary
<b>Holding</b>	100%
<b>Included in consolidation</b>	No – per the Trust’s accounting policy, the trading is immaterial

Financial results for the subsidiary for the year were

<b>Income</b>	<b>Expenditure</b>	<b>Surplus for the year</b>	<b>Net assets</b>
<b>£,000</b>	<b>£,000</b>	<b>£,000</b>	<b>£,000</b>
75	75	0	0

During the year Good Shepherd Trust Services Limited gift aided profits of £75k to the Academy Trust. Included in year end debtors is a balance of £13k due from Good Shepherd Trust Services Limited.

**29 MEMBERS’ LIABILITY**

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

**30 PRIOR PERIOD ERROR CORRECTION**

Prior year values have been corrected to de-recognise the value of leasehold land and buildings and improvements at the Holme Church of England Primary School, where the school buildings are occupied under a Church Supplemental Agreement terminable upon two years’ notice:

Reduction in buildings value as originally stated	(2,818,067)
Reversal of accumulated depreciation	440,055
Reversal of 2021 depreciation	72,071
Value of playing fields	160,000
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Decrease in net book value	2,145,941
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There has been a charge in the year to 31 August 2021 to reflect the expenditure on Diocesan property which is shown as an expense within the fixed asset fund.

