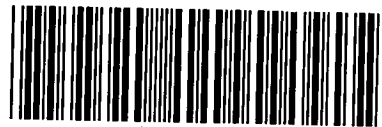




SATURDAY



\*AAWQ6HRL\*

A18

29/01/2022

#79

COMPANIES HOUSE

|   |  |
|---|--|
|   | <b>WELCOME</b>   |
|   | Reference and administrative details<br>Page 4   |
| <b>TRUSTEES' REPORT</b>   | Welcome from the chair of the board<br>and the chief executive<br>Page 10  |
| Trustees' report<br>Page 32   | Review of the year<br>Page 12  |
| Our academies<br>Page 34  |  |
| Our resources<br>Page 36  |  |
| Structure, governance and<br>management<br>Page 38  | <b>FINANCIAL REVIEW</b><br>Page 72   |
| Objectives, strategies and activities<br>Page 47  | <b>GOVERNANCE STATEMENT</b><br>Page 78   |
| Our key performance indicators<br>Page 50   | <b>REVIEW OF EFFECTIVENESS</b><br>Page 85  |
| Our future plans<br>Page 52   | <b>STATEMENT OF REGULARITY,<br/>PROPRIETY AND COMPLIANCE</b><br>Page 86  |
| <b>FINANCIAL STATEMENTS</b>   | <b>STATEMENT OF TRUSTEES' RESPONSIBILITIES</b><br>Page 87  |
| Financial statements<br>Page 96   | <b>INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF E-ACT</b><br>Page 88   |
| Statement of financial activities<br>incorporating income and expenditure<br>account<br>Page 97 | <b>INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO E-ACT AND THE EDUCATION AND SKILLS FUNDING AGENCY</b><br>Page 94 |
| Balance sheet<br>Page 98  |  |
| Statement of cashflows<br>Page 99   |  |



## Reference and administrative details

Company number 06526376

Registered address

The Orangery  
28 Headlands  
Kettering  
Northamptonshire NN15 7HP

Bankers

HSBC  
60 Queen Victoria Street  
London EC4N 4TR

Auditors  
Buzzacott LLP  
130 Wood Street  
London EC2V 6DL

Principal staff

CEO Jane Millward BA (Hons), PGCE:  
appointed CEO May 2019; appointed  
Deputy CEO October 2018; appointed  
Director of Education February 2018;  
joined E-ACT September 2017.

Deputy CEO & COO Chris Wiseman,  
DipMgt: appointed May 2019;  
appointed as COO October 2017;  
joined E-ACT September 2016.

Chief Financial Officer (CFO)  
Craig Pashler, MBA, ACMA, CGMA:  
appointed October 2017; joined E-ACT  
September 2014.

National Director of Education (NDE)  
Fuzel Choudhury BSc (Hons), PGCE:  
appointed NDE July 2020; appointed  
Director of Secondary October 2019;  
appointed RED (Midlands) June 2019;  
joined E-ACT September 2017.

National Director of Primary (NDP)  
Matthew Flannigan BEd: appointed  
May 2020; joined E-ACT September  
2013.

Director of Governance & Risk  
Management Claire Goodenough  
CIA, BSc (Hons): appointed National  
Director of Governance & Risk March  
2021; appointed to E-ACT June 2017  
as Head of Internal Audit & Risk  
Management.

People & Organisational Development  
Director (PODD) Linda Gregory, BA  
(Hons), Dip Marketing, RSA Fellow:  
appointed PODD September 2019;  
joined E-ACT as Regional Operations  
Director in July 2016.

Head of Internal Audit (HoIA) Mary  
Duffy, CPFA: appointed March 2021  
as HoIA; appointed as Audit Manager  
February 2019; joined E-ACT as  
Financial Auditor February 2018.

Additional

Angus Hislop resigned after two full  
terms as a trustee in December 2020.

Michael Wemms resigned after  
completing two full terms as Chair of  
the Board in February 2021.

Appointment of Rt Hon Lord Jim  
Knight of Weymouth from July 2021  
as a trustee, BA (Hons)

Please see page 6 for attendance at  
meetings.



## Board

| Trustee name    | 20/10/2020 | 10/12/2020 | 26/01/2021   | 10/02/2021 | 24/03/2021 | 27/04/2021   | 07/07/2021 |
|-----------------|------------|------------|--------------|------------|------------|--------------|------------|
| Michael Wemms   | Y          | Y          | Apologies    | Apologies  |            | Not on board |            |
| Jean Scott      | Y          | Y          | Y            | Y          | Y          | Y            | Y          |
| Sean Alleyne    | Y          | Y          | Y            | Y          | Y          | Y            | Y          |
| Theresa Keating | Y          | Y          | Y            | Y          | Y          | Y            | Y          |
| Angus Hislop    | Y          | Y          | Not on board |            |            |              |            |
| Brian Lightman  | Y          | Y          | Y            | Y          | Y          | Y            | Y          |
| Cameron Pyke    | Y          | Y          | Y            | Y          | Y          | Y            | Y          |
| Pamela Coles    | Y          | Y          | Y            | Y          | Y          | Y            | Y          |
| Nadeem Kiyani   | Y          | Y          | Y            | Y          | Y          | Y            | Apologies  |
| Gurpreet Dehal  | Y          | Y          | Y            | Y          | Y          | Y            | Y          |

## Audit and Risk

| Trustee name    | 29/09/2020 | 17/11/2020 | 26/01/2021                                  | 24/03/2021 | 29/06/2021   |
|-----------------|------------|------------|---|------------|--------------|
| Michael Wemms   | Y          | Y          | Paused owing to the third national lockdown |            | Not on board |
| Sean Alleyne    | Y          | Y          |   |            | Y            |
| Theresa Keating | Y          | Y          |   |            | Y            |
| Angus Hislop    | Y          | Y          |   |            | Not on board |
| Pamela Coles    | Apologies  | Y          |   |            | Y            |
| Nadeem Kiyani   | Y          | Y          |   |            | Y            |

## Finance

| Trustee name    | 29/09/2020 | 17/11/2020 | 26/01/2021                                  | 24/03/2021 | 29/06/2021   |
|-----------------|------------|------------|---|------------|--------------|
| Michael Wemms   | Y          | Y          | Paused owing to the third national lockdown |            | Not on board |
| Sean Alleyne    | Y          | Y          |   |            | Y            |
| Theresa Keating | Y          | Y          |   |            | Y            |
| Angus Hislop    | Y          | Y          |   |            | Not on board |
| Pamela Coles    | Apologies  | Y          |   |            | Y            |
| Nadeem Kiyani   | Y          | Y          |   |            | Y            |



## Personnel

| Trustee name   | 30/09/2020 | 18/11/2020 | 25/01/2021                                  | 25/03/2021 | 30/06/2021   |
|----------------|------------|------------|---|------------|--------------|
| Michael Wemms  | Y          | Y          | Paused owing to the third national lockdown |            | Not on board |
| Jean Scott     | Y          | Y          |   |            | Y            |
| Brian Lightman | Y          | Y          |   |            | Y            |
| Cameron Pyke   | Y          | Y          |   |            | Y            |
| Nadeem Kiyani  | Y          | Y          |   |            | Y            |
| Gurpreet Dehal | Y          | Y          |   |            | Y            |

## Education

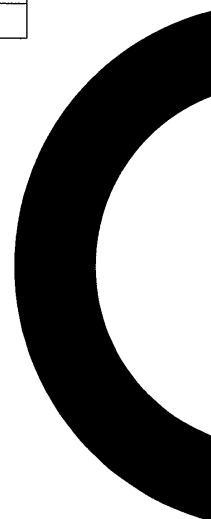
| Trustee name   | 30/09/2020 | 18/11/2020 | 25/01/2021                                  | 25/03/2021 | 30/06/2021   |
|----------------|------------|------------|---|------------|--------------|
| Michael Wemms  | Y          | Y          | Paused owing to the third national lockdown |            | Not on board |
| Jean Scott     | Y          | Y          |   |            | Y            |
| Angus Hislop   | Y          | Y          |   |            | Not on board |
| Brian Lightman | Y          | Y          |   |            | Y            |
| Cameron Pyke   | Y          | Y          |   |            | Y            |
| Gurpreet Dehal | Y          | Y          |   |            | Y            |


## REMC

| Trustee name    | 10/12/2020 | 10/02/2021   | 27/04/2021  | 05/11/2021 |
|-----------------|------------|--------------|---|------------|
| Michael Wemms   | Y          | Apologies    | Not on the Board  |            |
| Jean Scott      | Y          | Apologies    | Following a restructure<br>no longer a member of<br>the committee |            |
| Sean Alleyne    | Y          | Y            | Apologies   | Y          |
| Theresa Keating | Y          | Y            | Following a restructure<br>no longer a member of<br>the committee |            |
| Angus Hislop    | Y          | Not on board |   |            |
| Brian Lightman  | Y          | Y            | Y   | Y          |
| Cameron Pyke    | Y          | Y            | Following a restructure<br>no longer a member of<br>the committee |            |
| Pamela Coles    | Y          | Y            | Y   | Y          |
| Nadeem Kiyani   | Y          | Y            | Following a restructure<br>no longer a member of<br>the committee |            |
| Gurpreet Dehal  | Y          | Y            | Y   | Y          |

## Members

|                                    | Date appointed                      |
|------------------------------------|-------------------------------------|
| Professor Bryan Winchester, MA PhD | January 2020                        |
| Pamela Coles, BA (Hons) FCIS       | January 2020                        |
| David Roper, BSc, FCA              | September 2020<br>Resigned May 2021 |
| Andrew Pear, MBA                   | December 2020                       |





After a year of such great uncertainty, it says everything you need to know about our remarkable children and staff that they have emerged even more committed to bettering themselves and their communities.

There are so many stories we could share that capture the spirit and endeavour of our people during this time, but three remarkable weeks in January help highlight their incredible resilience best.

At the start of the spring term, our secondary academies, with little notice, would begin prepping for mass COVID testing of students and staff.

On the first day of term, our primary academies would open for just one day, before being asked to close again, with national lockdown announced late on Monday 4 January.

This would mean accelerating the provision of remote learning at incredible pace for about 90% of our children and keeping them safe even when they were not in academy.

We arranged free school meals for collection for those we were teaching remotely and for a second year supported our students through the disappointment of not being able to sit their exams, all while supporting our families to manage their anxieties in the face of the pandemic.

All this just three weeks into January.

This incredible amount of work might ordinarily take months, even years, to get right, but was only possible because of our colleagues' unrelenting, unwavering dedication to our children and to one another.

Our mission statement is to open minds for our children and to open doors to limitless horizons, and we believe that every child, irrespective of their background, can achieve great things.

This report pays tribute to everyone at E-ACT who worked so hard to ensure that our children would continue to have all the support they needed no matter the circumstances.

After a year when seemingly nothing stood still, we will never tire of telling them just how proud we are to be part of this E-ACT family.

## Review of the year 2020-21

In the past 12 months we have taken on and come through a myriad of challenges, but we have also become closer as an organisation and our culture stronger.

Even though we are a large family of academies, our schools work closely together in small clusters. This gives us a feeling of unity and local identity and means we can solve problems together.

As a result, we all feel part of something bigger and our responsibilities go far beyond the four walls of a single academy.

### A mentally healthy trust

The mental health issues that present among some of our children and staff are wide and challenging and have deepened because of subsequent lockdowns.

It is because of our longstanding commitment to mental health that we could support staff, children and our wider communities through the pandemic.

Wellbeing drives our everyday conversations and is a focal point of our culture.

Training was offered to staff to support them to understand wellbeing and to recognise signs and early symptoms of ill mental health. This is why we have trained over 1,842 youth and adult mental health first aiders across our trust, which is over half our workforce.

We also held wellbeing Inset days and dedicated staff meetings to activities including mindfulness to support mental health.

In recognition of our work as a trust, we were delighted to be shortlisted for the Times Educational Supplement's Mental Health and Wellbeing award in 2019 and 2020.



# 1,842

The number of people we have trained as mental health first aiders since 2017





#### A listening organisation

By trusting each other and listening to one another, we can all be clearer on how we work towards a common goal.

Since the pandemic began, the importance of frequent, two-way communication from the chief executive to staff and our ambassadors cannot be underestimated.

Frequent video messages, whole staff emails, Teams calls with staff and leaders meant we could provide assurance and multiple ways for our people to feedback.

Through our staff voice framework our people had more wide-ranging opportunities to share ideas and views with us last year, helping us to improve their experiences by giving them a bigger voice in the future direction of the trust.

#### Staying with us

We have long felt that outstanding staff affect pupil achievement more than anything else. We also want staff to stay with us for a long time and develop their career here.

Even when things were at their most challenging, we felt staff needed opportunities to upskill. They had access to a wide range of apprenticeship funded courses, ranging from Level 3 to Masters degrees, and an apprenticeship teacher training course to convert to qualified teacher status.

Last year, we also worked with Ambition Institute to deliver a new suite of national professional qualifications programmes focused on leading teaching, behaviour, culture and teacher development.

80%

As of August 2021, 80% of our headteachers had been promoted from within the trust

60

Staff have been supported on NPQ programmes in the last academic year





#### What do our staff think?

We place great importance on giving people a voice within the trust.

We asked staff for their honest opinions last year and over 70% of colleagues responded. It is great news that almost 90% told us they agree with the trust's vision and values.

While this is incredibly positive, we will always look for ways to improve things for our staff.

#### An incredible team

The pandemic changed everything, but our staff never once wavered from the view that our children had to come first no matter what.

Among the uncertainty, they have shown extraordinary levels of resilience and a determination to deal with any challenge.

We are truly in awe of everything they are doing and will never tire of telling them just how proud we are to work alongside them.



90%

Of staff surveyed are enthusiastic about their job

80%

Of staff would recommend E-ACT as a place of work



Despite the challenges of last year, we saw incredible achievement across the trust.

#### For our communities

We don't see community as a place, a building or an organisation. In our eyes, it's about people.

Our community hubs are being built across every academy on the principle that by bringing people together, we can become more resilient as a community and more cohesive. Importantly, we want our children to come to a school that will never let them or their families down.

A local base to access essential services, community hubs provide a more holistic approach to helping people in one, familiar place.

Most importantly, by supporting our communities, we can ensure our children are getting the support they need at home. We know they can't learn if they are cold, hungry or witnessing domestic violence.

Last year, Nechells E-ACT Academy opened its community hub, enabling it to offer a more regular service of support to residents.

Nechells in Birmingham is the 16th most deprived ward in the country, with more than two thirds of children growing up in poverty. Sadly crime and health issues mean that life expectancy is among the worst in the city, with suicide recorded as one of the highest causes of death.

The hub offers training opportunities to people out of work or those looking for new jobs through specialist courses such as computing and ESOL classes, as well as careers advice and support.

Working with a homeless charity, the hub also provides housing support and advice on debt management and benefits entitlement.

With the support of community wellbeing groups and charities, a drop-in crisis café has also been opened for people feeling distressed or experiencing a mental health crisis.

Our hubs provide a place for people to develop, enabling community-led regeneration by people at the centre of their communities.



45%

Of children across the trust are classed as disadvantaged

32%

Of our children speak English as a second language





**Winner**  
**Overall school of the year**

#### Tes school of the year

Last year, Heartlands Academy was named Secondary school of the year and Overall school of the year at the Tes Schools Awards.

The Tes Awards are among the most prestigious schools awards in the world, celebrating outstanding institutions across the country.

Awards judges were impressed by the academy's ability to overcome social, cultural and economic barriers to achieve fantastic results, which have seen the academy place in the top 0.1% of secondary schools in the country.

With a progress 8 score of 1.46 in the 2018-19 academic year, Heartlands Academy is ranked the number one sponsored academy in the country for progress and has placed sixth overall in the national league tables.

These achievements are all the more impressive given the academy's location in Nechells, Birmingham, where unfortunately, more than two thirds of children grow up in poverty.

'Heartlands Academy is truly 'a place to empower dreams'. It emerged as the winner, for me, not only because of its outstanding performance but also because of the attention given to developing its students as active change-makers with impact in their local communities.'

**Christine Gilbert**  
Lead judge

0.1 %

The academy placed in the top 0.1% of schools in the country

69 %

Of Heartlands' students classed as disadvantaged



#### A once in a life time opportunity

Here we meet North Birmingham Academy's Nidhi, who this year took up a place at the University of Cambridge.

'Throughout the years I always thought there was a possibility that I could be accepted into Cambridge. At North Birmingham Academy we've always been taught to aim higher and teachers have challenged me to show what I'm capable of.'

My subject teachers have all been a great help. Miss Brown has been amazing as she guided me through the application process. Miss Long also organised a meeting with past Cambridge students so I could gain an insight into the interview process.

Even though you come from a state school, that shouldn't stop your drive to pursue a place at a top university. I would advise anyone thinking about applying to just go for it as it's a once in a lifetime opportunity.'

#### Get out of your comfort zone

Meet Abubakar, the first-ever Heartlands student to attend the University of Cambridge and the first in his family to go to university.

'I'm studying for a degree in Human Social & Political Sciences. I've also become the new access officer for my college, working on social mobility and helping students from disadvantaged backgrounds.'

When my older brother suggested applying to Oxbridge I laughed at him at first, as I didn't think it was possible. However, I went to a lot of open days which were very helpful and important for getting a feel for the university.

My advice is get out of your comfort zone. It took a lot of people to convince me to apply to Cambridge and my advice would be to not be constrained by your environment and circumstances. Just push yourself, persevere and go through it.'



'It is really important to me to get involved in access and inspire others from similar disadvantaged backgrounds'.

**Abubakar**  
Former Heartlands student

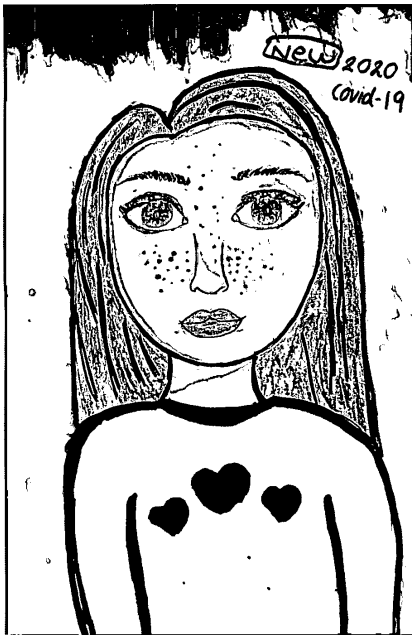
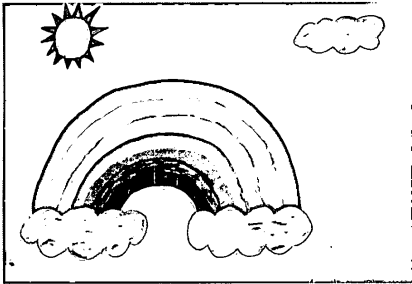
100%

The percentage of secondary students who have a confirmed destination at post-16

100%

The percentage of sixth form students who have a confirmed destination at post-18





'Lockdown school work was really good. Teachers would get up and put exciting activities online for us to do at home. It was strange but I got into it very quickly. All the adults at school helped me and my brothers in a key worker group because my mum works in a pharmacy.'

Year 6 pupil  
E-ACT Pathways Academy

In January, our primary academies would open for just one day before closing again, with national lockdown announced late on Monday 4 January.

#### Lockdown reflections

'Entering lockdown again so soon after Christmas I must admit was a shock to the system. However, as always, we were resilient, flexible and adapted to change as quickly as possible. We were ready to roll with online learning the day after the announcement and I could not be prouder of our team at Pathways.'

Michelle Hutchinson  
E-ACT Pathways Academy

'As a family we have been so impressed with the commitment staff have shown to deliver clear home learning plans quickly, despite the late announcement of the academy closure. Thank you all for the monumental effort this has taken, and all staff including admin, pastoral, support and teaching are appreciated!'

Parent  
Bourne End Academy

'Most of us are eager to return to academies, but let's pause for a minute and appreciate some benefits of staying at home. For example, doing work in pyjamas, waking up a bit later, playing on your console at lunchtime and most importantly spending more time with your family. Let's all enjoy our time at home because when it's over, it may never come again. Remember staying at home is doing our part to help control the big giant COVID. A big thank you to our teachers who are in academies whilst we're at home. Work hard, play hard, stay safe.'

Year 6 pupil  
Greenfield E-ACT Academy

#### Learning during lockdown

When national lockdown was called in January, schools across the country remained open for their most vulnerable pupils and the children of key workers.

This meant face-to-face teaching was put on hold for many of our pupils.

Every academy had the resources in place to deliver content virtually to pupils at home. Our virtual academies were up and running very quickly and high-quality lessons were delivered remotely to pupils at home.

Being part of a trust, academy leaders and teachers were able to combine knowledge to work on challenges and solutions together, and we could signpost areas of best practice among academies through the use of collaborative technology.



100%

All our academies stayed open for our vulnerable pupils and the children of key workers

Students and staff at City Heights E-ACT Academy had the pleasure of meeting the Secretary of State when he visited the academy ahead of the full re-opening of schools.

March 2021

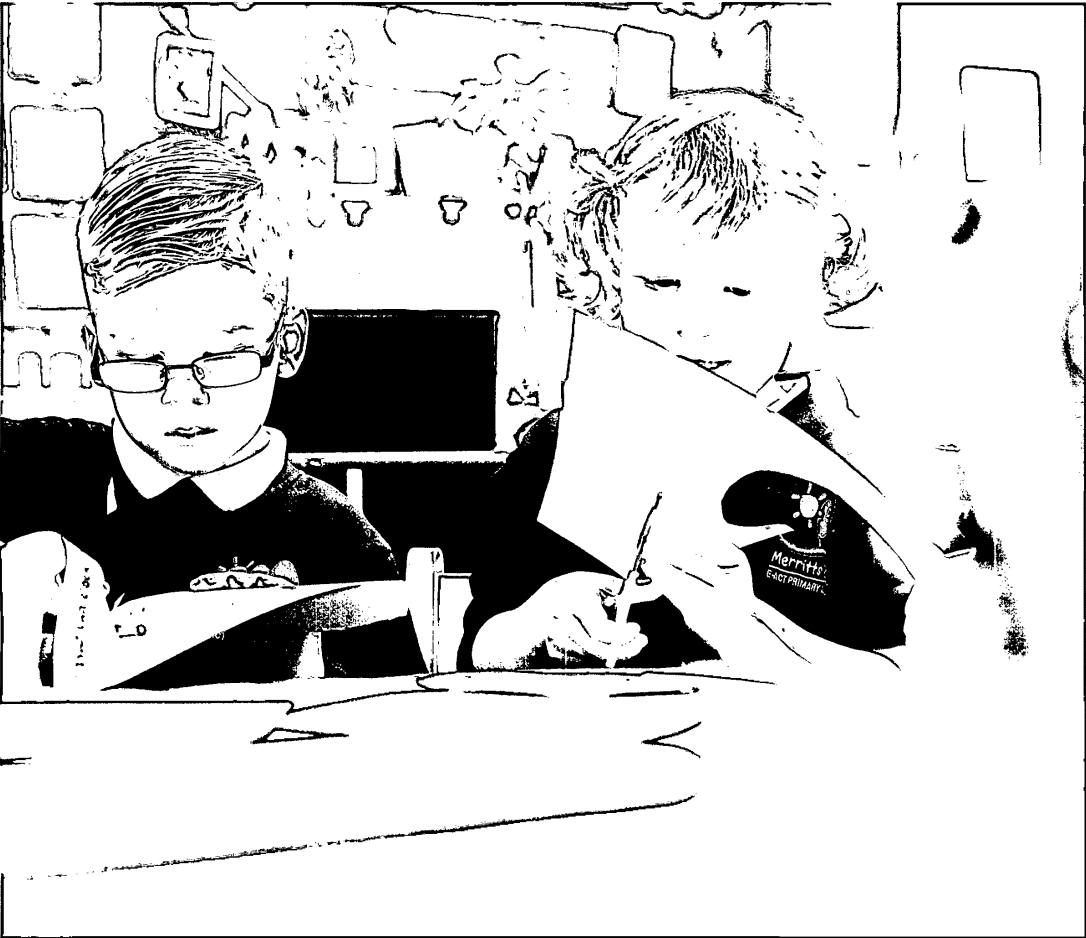
#### Supporting the national effort

Schools across the country have played a vital role in supporting the national effort against COVID-19.

With every positive case came the need to send groups of children and staff into isolation and the switch to virtual learning. At times the number of cases being identified seemed never ending, but our staff worked day and night with NHS track and trace and local public health teams to ensure our children were kept safe.

Their actions helped contain the spread of the virus in our communities, and it is clear to us that our staff stand alongside the NHS and other critical workers in the country's battle against COVID-19.





**Having our children back with us**

We knew just how important it was for our children to be back in school so we could give them the support they needed.

Many of our children are vulnerable and their families faced significant challenges during lockdown. While some flourished with home learning, many struggled with the immense task of juggling learning alongside other family pressures.

The wider re-opening of schools gave us an opportunity to help children make sense of their recent experiences. We supported them by helping them to normalise their feelings through daily check-ins, circle time and promoting all aspects of the curriculum, not just maths and English.

We also helped our children to focus on re-establishing and re-building relationships by prioritising play and socialisation alongside their formal lessons – learning in all shapes and forms is important for wellbeing.

For our most vulnerable children, we used emotion coaching and relational approaches to behaviour through our Relationships and Recovery Curriculum. For children at home, staff worked tirelessly to maintain connections through live teaching and regular welfare calls.

Most importantly, we listened to children about their experiences to help them settle back into school life.





#### The class of 2020

For the first time ever, our Year 6 pupils were able to celebrate their graduation from primary school last year. With lockdown restrictions eased, we wanted to give our children the send-off they deserved having missed large chunks of school in the year.

The E-ACT Graduation Project also gave children the opportunity to help their local community and raise money for a chosen charity.

At E-ACT DSLV Academy, Year 6 pupils organised a fete and raised over £300 for the children's ward at Northampton General Hospital.

#### A trip to remember

In 2019, we were the first educational trust to take an entire cohort to the Isle of Wight for the UKSA's residential water sports programme without charge to families.

COVID restrictions meant the trips could not go ahead in 2020, but they resumed this year. Set at the UKSA's waterfront base, children take part in a range of activities with qualified instructors over three-days.

For many of our pupils, this will be the first time they have been far away from home, tried water sports or even seen the sea.

'Only four children in Year 5 can swim, but they were all participating in pontoon jumps from day one. The boost to pupils' confidence has been remarkable.'

Year 5 teacher, DSLV



#### Celebrating together

After the challenges of the year, we were very keen to hold our annual pupil celebration event live and in-person, having been forced to cancel the previous year.

On Thursday 15 July, over 300 people gathered at the Birmingham Repertory Theatre to celebrate the talent and achievement of pupils and staff across the trust. This was our biggest event yet, with those unable to attend in person live streaming it from the comfort of their academies.





## Trustees' report 2020-21

The trustees present their annual report together with the financial statements and auditor's report of the charitable company E-ACT for the year of 1 September 2020 to 31 August 2021.

The annual report serves the purpose of both the trustees' report and directors' report under company law.

The financial statements have been prepared in accordance with the accounting policies on pages 100-104 of this annual report.

They comply with the charitable company's memorandum and articles of association, the Companies Act 2006 and the requirements of accounting and reporting by charities; statement of recommended practice applicable to charities in preparing their accounts in accordance with FRS 102/ SORP 2019. These are set in the ESFA Academies Accounts Direction 2020-2021.

During the financial year 2020-2021 the trust operated 28 academies located across the North, Midlands, London, Buckinghamshire and the South West. This includes 15 primary academies, 12 secondary academies and one all-through academy. Last year the trust's academies had a combined total of 18,241 pupils on roll.



28 academies  
15 primaries (P)  
12 secondaries (S)  
1 all-through (P.S)

| Academy                           | Pupils | Joined E-ACT | Ofsted grade         |
|-----------------------------------|--------|--------------|----------------------|
| London & Bucks                    |        |              |                      |
| Braintcroft E-ACT Academy (P)     | 660    | 01/04/2018   | Yet to be inspected* |
| Chalfont Valley E-ACT Academy (P) | 174    | 01/09/2012   | Good                 |
| Denham Green E-ACT Academy (P)    | 190    | 01/09/2013   | Good                 |
| Bourne End E-ACT Academy (S)      | 761    | 01/09/2018   | Yet to be inspected* |
| City Heights E-ACT Academy (S)    | 734    | 01/09/2013   | Good                 |
| The Crest Academy (S)             | 1084   | 01/09/2009   | Good                 |
| Midlands                          |        |              |                      |
| DSL (P.S)                         | 921    | 01/04/2012   | Good                 |
| Mansfield Green E-ACT Academy (P) | 456    | 01/01/2013   | Outstanding          |
| Merritts Brook E-ACT Academy (P)  | 227    | 01/01/2013   | Good                 |
| Nechells E-ACT Academy (P)        | 172    | 01/09/2012   | Good                 |
| Reedwood E-ACT Academy (P)        | 485    | 01/09/2012   | Good                 |
| Heartlands Academy (S)            | 840    | 01/09/2009   | Outstanding          |
| North Birmingham Academy (S)      | 1170   | 04/01/2010   | Good                 |
| Shenley Academy (S)               | 937    | 01/09/2009   | Good                 |
| The Parker E-ACT Academy (S)      | 1161   | 01/09/2012   | Requires Improvement |
| West Walsall E-ACT Academy (S)    | 1010   | 01/09/2012   | Good                 |
| Willenhall E-ACT Academy (S)      | 853    | 01/01/2012   | Requires Improvement |
| North                             |        |              |                      |
| E-ACT Blackley Academy (P)        | 472    | 01/01/2012   | Good                 |
| Pathways E-ACT Academy (P)        | 414    | 01/09/2013   | Good                 |
| Parkwood Academy (S)              | 824    | 01/09/2009   | Good                 |
| Royton & Crompton Academy (S)     | 1101   | 01/09/2018   | Yet to be inspected* |
| The Oldham Academy North (S)      | 1230   | 01/09/2010   | Good                 |
| South West                        |        |              |                      |
| Badock's Wood E-ACT Academy (P)   | 235    | 01/09/2018   | Yet to be inspected* |
| Greenfield E-ACT Academy (P)      | 428    | 01/09/2012   | Good                 |
| Hareclive E-ACT Academy (P)       | 367    | 01/09/2016   | Outstanding          |
| Ilminster Avenue Academy (P)      | 326    | 01/01/2012   | Good                 |
| Perry Court E-ACT Academy (P)     | 392    | 01/09/2017   | Yet to be inspected* |
| St Ursula's E-ACT Academy (P)     | 584    | 01/09/2011   | Good                 |

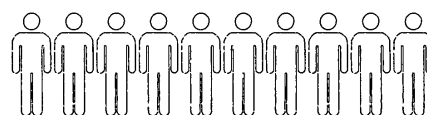
As at 31 August 2021, 91% of our academies that have been inspected are graded as good or better by Ofsted.

\*Since joining E-ACT this academy has not yet received a full Ofsted inspection

18,241

Pupils

49% female  
51% male



5,764  
Nursery to Year 6  
11,624  
Year 7-11  
853  
Year 12-13

80

We are proud of our diversity. Our pupil body is comprised of over 80 ethnic groups

90

More than 90 different languages are spoken as a first language across the trust



49% Disadvantaged



34% English as a second language



17% Special educational needs and disability



1% Looked after

# Our resources

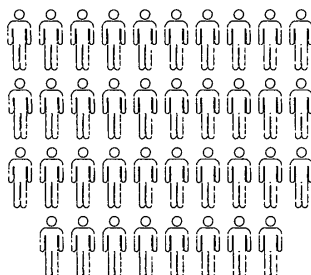
2,449

Staff

74% female  
26% male



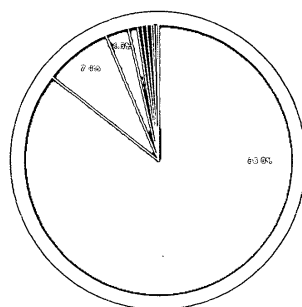
1,197 teachers  
893 educational support staff  
359 operational support staff  
79 regional and national staff



1 teacher for every 17 pupils  
1 support staff for every 29 pupils

£125M

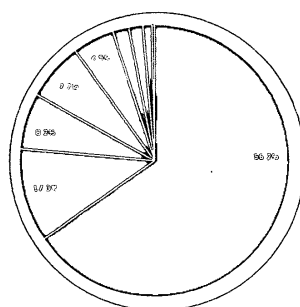
Operating income



86% GAG income  
7% Pupil premium  
4% Local Authority income  
1.1% Other income  
0.5% Rates relief  
0.2% Lettings income  
0.2% Catering income  
0.1% Trips income  
0.1% Catch up funding  
0.1% Summer School funding

£117M

Operating costs



53.4% Education staff & academy improvement  
21.4% Fixed costs and other supplies  
7.8% Regional staff  
7.3% Pupil premium  
4.6% Operations staff  
2.6% Agency staff  
2.4% National staff  
0.5% Recruitment

Operating costs exclude £1.7m transfer to capital spend

£13.7M held at year end which equates to 12.7% of next year's GAG  
+£5.9M movement in reserves in the year

See page 74 for the trust's reserves policy

£8.8M

The total value of our pupil premium grant which makes up 7.4% of our income

£5.9M

The increase in reserves in 2020-2021

£3.3M

We have received £3.3M as our School Condition Allocation to address capital and estate projects. The trust's estate still faces significant challenges with escalating prices and older buildings

£0

The total value of commercial related-party transactions in the year

Break-even

Break-even budget planned for 2021-2022

## Structure, governance and management

### Constitution

E-ACT is a charitable company limited by guarantee (number 06526376) and is an exempt charity. The main governing documents of E-ACT as a multi-academy trust are the memorandum and articles of association.

The trustees are also the directors of the charitable company for the purposes of Company Law and trustees have overall responsibility for the strategic direction, management and control of the trust and in upholding and securing excellence in governance across E-ACT. The articles of association require members of the charitable company to appoint trustees and ensure that the Board of Trustees is no fewer than three people.

At the time of approving the annual report and financial statements for 2020-21 the board has eight trustees (appointed by members under the articles 45-50).

Pages 4-9 (Reference and administrative Details) in this report, set out information about the trustees who served on the board and on committees throughout the year. One trustee was appointed this reporting year and two trustees resigned after serving two full terms of office.

There are five trustee committees that support the Board of Trustees in the discharge of these responsibilities. The operational management of E-ACT across 28 academies is delegated to the Chief Executive Officer (CEO) and her Executive Leadership Team (ELT).

### Members' liability

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

### Trustees' indemnities

There are no qualifying third party, commercial, indemnity provisions. The trust is a member of the DfE's RPA (risk protection arrangement). The risk protection arrangement is an alternative to commercial insurance for academy trusts. Under the RPA, the UK government covers the losses of commercial insurance including trustees and others' liability cover.

### Method of recruitment and appointment or election of trustees

The articles of association require the appointment of no fewer than three trustees of the charitable company but (unless determined by ordinary resolution) shall not be subject to a maximum. The term of office of a trustee is four years and this is renewable subject to reappointment at the end of the term of office. During the year, two trustees had completed two full terms of office and, in line with good practice, resigned from the trust.

Processes for recruitment and appointment as determined in the articles, permit the members and the sponsor to decide upon processes such as a national external advert or through recommendation, all with supporting application, interviews and required statutory safeguarding checks. Trustees are appointed according to the knowledge, skill, and expertise necessary in fulfilling a vacancy on the board at that time. The current diversity of professional expertise on the Board of Trustees spanning risk management, finance, legal, people development, education, and operations, secures robust questioning and holding to account of the Executive Leadership Team (ELT).

Policies and procedures adopted for the induction and training of trustees

A newly appointed trustee receives an induction programme that includes:

- Welcome meetings with the Chief Executive Officer and the Executive Leadership Team.
- A welcome pack that includes policies such as the child protection and safeguarding policy, conflict of interest policy, trustee expenses policy, code of conduct, and expectations for trustees in fulfilling their role as exemplified in the Charity Commission guidance
- The E-ACT core purpose and strategy Opening Minds, Opening Doors as well as the articles of association and the terms of reference for full board and the respective committees the trustee is appointed to, previous papers and minutes for committees and board
- Visits to academies to meet staff and pupils coordinated by Executive Leadership Team and Governance Team

Throughout the year trustees undertake briefings and training sessions delivered by a range of senior colleagues from the trust. Trustees review the knowledge and skills of the board regularly to determine the foci for subsequent training sessions.

Trustees receive regular communications from the Chief Executive Officer and her Executive Leadership Team about developments across the trust which further deepen understanding of areas such as personnel development and training, safeguarding, SEND (Special Educational Needs and Disability) and curriculum.

Organisational structure and our regional model of governance

The management structure of the trust has five layers:

- Members
- Board of Trustees and trustee committees
- The Executive Leadership Team
- The regional directors
- Headteachers and their senior leadership teams

Since 2016 E-ACT has operated a regionalised model of delivery and governance for education and operations. Working in a structure of two regions in England, the north and south regions. These regions are led by eight regional directors: four education directors and four operations directors. They are supported by several regional colleagues and safeguarding leaders. This devolved regional model operates within a governance framework devised and led by the Executive Leadership Team and trustees. The scheme of delegation sets out roles and responsibilities for decision making throughout the layers of the management structure.

#### The Board of Trustees trustee committees

The Executive Leadership Team are held to account on educational performance, personnel matters, operational performance, finance and audit and risk by the Board of Trustees and five trustee sub-committees. The executive present a range of evidence in scrutiny papers, including findings from the regional performance boards and from focus items within the objectives to Opening Minds and Opening Doors.

#### Regional performance boards (RPBs) and governance review days (GRDs)

Within the regional governance model, the Executive Leadership Team hold regional directors and headteachers to account for educational and operational performance.

This is completed through regional performance boards (RPB), a format and comprehensive governance scrutiny day. The executive examine regional director's presentation and analysis of evidence gathered through governance review days. Regional directors update and present their regional risk register including mitigations in setting out their regional priorities and delivering their improvement plans. The RPBs for both regions, operate three times per year, taking place once every full term.

The regional directors hold governance review days (GRDs) in each academy, once per full term, to hold academies to account for educational performance and operational compliance. These provide a balance of challenge and support for identifying key priorities and strategies for and progress against improvement. GRDs also enabled the National Director of Education and regional directors to deliver an even more refined package of coaching and support through working alongside days (WADs).

#### E-ACT academy ambassadors

Our volunteer E-ACT ambassadors perform a vital volunteer role in connecting our academies to the communities we serve. The role of the ambassador involves:

- Supporting the drive to engaging with parents and the wider community stakeholders
- Further refining messaging and communication about the role of ambassadors as academy advocates and ambassadors' leadership of key projects for Opening Minds, Opening Doors
- Giving a clearer remit for developing greater links with academy staff and leaders by attending and engaging with aspects of the governance review days

The trust requires academies to have a team of ambassadors which includes a minimum of two parents alongside community representatives who have key relationships within the localities served by our 28 academies. The dialogue with parents in our communities secures a unique working relationship locally and we are pleased to report that last year the momentum of work with ambassadors gathered pace.

Our half-termly virtual calls bring together chairs of ambassadors, the Chair of the Board, the CEO, and our trustee who leads ambassadorial work. These calls gave Ambassadors the opportunity to share feedback and hear about how the trust was developing its response to key priorities and developing plans.

Our E-ACT ambassadors have a direct link to the Board of Trustees through our nominee trustee, Dr Cameron Pyke. The Chair of the Board of Trustees approves the appointment of the chairs of ambassadors and ambassadors have a direct line to the trustees through their respective chairs.

#### Arrangements for setting pay and remuneration of key management personnel

The trust has an established Remuneration Committee (REMCo) which meets a minimum of twice a year. The committee will meet as matters arise. The remaining four committees meet five times a year.

REMCo, with advice from the Personnel Committee, has responsibility for setting the remuneration structure for all senior positions. REMCo approves the teacher pay policy and pay policy and remit for professional services pay. E-ACT removed performance related pay in 2018-19 and the teacher pay policy and teacher appraisal policy were both updated to reflect this change.

The terms of reference for REMCo set out a clear remit for reviewing how E-ACT designs and operates its pay and benefits policies in such a way as to motivate staff and ensure robust compliance with reporting requirements. This includes relevant legal and regulatory requirements, the provisions, and recommendations of governance codes, the ESFA Academies Financial Handbook and any associated guidance from the Department for Education (DfE). In addition, there is scrutiny of executive pay so that decisions made at REMCo and at the board, are cognisant of and informed by external benchmarking and public value for money.



#### Trade union facility time

As a trust with more than 49 full time equivalent employees throughout any seven months within the reporting year, the trade union (facility time publication requirements) regulations 2017 require the following data to be published:

#### Relevant union officials

| Number of employees who were relevant union officials during the relevant period | Full-time equivalent employee number |
|--|--------------------------------------|
| 29   | 25.72                                |

#### Percentage of time spent on facility time

| Percentage of time | Number of employees |
|--------------------|---------------------|
| 0%                 | 0                   |
| 1% - 50%           | 15.1                |
| 51% - 99%          | 0                   |
| 100%               | 0                   |

#### Percentage of pay bill spent on facility time

|   |              |
|---|--------------|
| Total cost of facility time                             | £22,881      |
| Total pay bill  | £ 90,659,000 |
| Percentage of the total pay bill spent on facility time | 0.03%        |

#### Paid trade union activities

|   |       |
|---|-------|
| Time spend on paid trade union activities as a percentage of total paid facility time | 11.63 |
|---|-------|

#### Engagement with employees (including disabled persons)

The People Development Plan and the Staff Voice Framework are at the core of the strategy to continually develop our engagement with our people.

We have three people related objectives Opening Minds, Opening Doors purposefully set out to establish more varied ways of:

- Sharing information with our staff on a more regular basis
- Consulting with staff and leaders about changes proposed across the trust
- Developing a common understanding of developing our people, integral to our succession planning and career development conversations
- Promoting equality of opportunity and diversity in all we do
- To enhance communication and engagement, our people were provided with more wide ranging opportunities to share ideas and views last year, giving even more prominence to their voice in developing our work as a trust

Across the trust we continue to capitalise upon the opportunities afforded by remote working learned from the pandemic. This is enabling greater collaboration of staff across academies to learn and share together, as well as staff taking part in blended learning through external providers, with face to face and distance learning. ELT have also committed to the Roadshow visits to every academy which provides a staff voice session at everyone of the 28 academies with a member of the ELT. As a result of the pandemic we also ran a staff survey. This was completed by approximately 2,000 staff which resulted in 87% responding they would recommend E-ACT as a place of work. The table overleaf sets out the approaches taken last year.



# Staff Voice Framework 2020-2021

|  |  |
|--|--|
| Executive Leadership Team Live Roadshow to 28 academies in autumn 2021           | Opportunity for staff voice through face to face focus groups with ELT, meeting over 1,000 staff   |
|  | End of day staff presentation and Q&A with the executive   |
|  | Parent meeting at the end of the Roadshow day was also included  |
| Culture focus groups   | Devised as an annual model to hear staff feedback about our ongoing culture programme  |
| Whole staff survey May 2021  | Approximately 2,000 staff completed the survey   |
| 'Tell us' mini surveys throughout the year                                       | Designed to quickly capture opinions and ideas for particular initiatives or issues being discussed  |
| A new confidential email box for our staff to use                                | A new opportunity so staff can share their queries, suggestions, worries and feel supported with responses to the email information by the executive   |
| Priority given to staff voice meetings as part of the new governance review days | The new GRD model gave more scope for capturing staff voice. The 'working alongside days' used by regional directors, staff can share ideas and feedback without having to wait for the GRD  |
| Trustee visits to academies  | In autumn 2019 and early spring 2020, trustees visited academies including holding meetings with staff to hear their feedback and ideas. Due to COVID-19 we have kept this pause in place throughout the 2020-2021 academic year. The executive has shared staff and headteacher feedback with trustees at the board and committee meetings. |
| Employee Assistance programme 24/7   | Offering confidential assistance and support to staff  |

Since the pandemic began, the importance of communication from the Chief Executive to staff and our ambassadors cannot be understated and we have continued with video messages and emails directly from CEO to all staff. Whether through video messages, Twitter feeds, weekly whole staff emails, letters to staff, weekly Teams calls with staff and leaders, the impact of this level of communication has provided assurance to all and gave multiple ways for our people to feedback to the executive.

The trust continues to develop our promotion, recruitment and retention of employees from diverse backgrounds, including disabled staff. Through refinement and evaluation of our recruitment, training and development work we ensure that we uphold our commitment to promoting equality of opportunity and diversity.

Through our staff voice framework and specific working groups we receive valuable feedback about our policies, culture and working practices that help us continually improve the experiences of our employees and support our work in upholding our statutory duties.

This year the Board of Trustees invited one of our headteachers to attend as appropriate, our board meetings to discuss with us matters affecting our BAME pupil and staff population. In addition we invited the headteacher to establish a working group to bring together staff from different ethnicities to support developments in equality and diversity across the trust. A policy we reviewed this year was our trust-wide equality and diversity policy. Revisions to this policy drew directly upon helpful responses and ideas from colleagues on the new working group. Revisions to policies and setting up of the working group are part of our continuing focus on how we support and train staff to better understand and prevent unconscious bias.

E-ACT has regular meetings with union representation for our professional services staff as well as teaching unions at academy and regional level. The Executive Leadership Team (ELT) and People and Organisational Development Director (PODD) meet with national representatives from the Joint National Committee where matters of joint interest are reviewed.



Related parties and other connected charities and organisations

As a multi-academy trust E-ACT is a sponsor in its own right and is not part of a wider academy network. The trust does engage with other education organisations in the provision of education across the sector in line with other multi-academy trusts and as expected in our normal course of business.

E-ACT is currently not working with any related parties or other connected organisations.

#### Public benefit

The trust upholds its charitable objects to advance for public benefit, education in the United Kingdom by establishing, maintaining, carrying on, managing and developing its academies. The trust strives to develop academies of excellence delivering high-quality education through an ambitious and knowledge rich curriculum. Through our core purpose and strategy, the trust Opens Minds and Opens Doors for pupils, staff, and communities all for public benefit.

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

E-ACT had continued to work closely with our suppliers, both with respect to the impacts on our organisations as a result of COVID and also to further develop our relationships with our contracted suppliers to ensure the best possible service for our pupils and students.

The trust monitors a set of key suppliers at ELT level with more regional suppliers whom are deemed 'key suppliers' whose service is fundamental to the operation of the trust being managed at a more regional level. Regular engagement with our supplier base continues to be part of our day to day operations, covering both quality and assurance as well as any risks that may be emerging.

All suppliers we engage with are treated with respect and dignity due to the importance that any work or service they provide has on the educational experience and outcome of our pupils and students. E-ACT worked with suppliers during the year, and in light of COVID, remained fair and operated in line with government guidelines.

The relationships we have do however remain at arm's length to ensure we can maximise value for money and fully adhere to the requirements of public procurement and best practice.

## Objectives, strategies and activities

### Aims

In 2019, we launched our core purpose and strategy Opening Minds, Opening Doors (OMOD).

We will open minds and doors for our pupils, staff and communities by:

- Having uncompromising aspirations for all
- Living our values - three core values of Team Spirit, Doing the Right Thing, Thinking Big
- Having the best people and investing in them
- Understanding, celebrating and working with our communities

For each year of Opening Minds, Opening Doors the trust sets specific objectives. Over a period of five years we have set out what the cumulative impact of the Opening Minds, Opening Doors strategy will be for pupils, staff and communities.

Our pupils will:

- Have experienced a wide range of opportunities and be better equipped for society and for life
- Have experienced high quality teaching and learning both inside and outside of classrooms from highly competent staff
- Be free from intolerance
- Have developed and want to continue a love of learning, become lifelong learners and have the ability to seek out new learning
- Develop as future leaders
- Be confident and resilient in their endeavours
- Benefit from a learning environment that supports their mental health and wellbeing

Our staff will:

- Celebrate E-ACT as an employer of choice
- Be secure, happy and fulfilled
- Excel and develop lifelong career opportunities
- Be leaders, be empowered and contribute to the development of the trust
- Be committed, hardworking and versatile because of the high-quality support they receive
- Enjoy a new flexibility and better work-life balance because our trust is organisationally intelligent
- Benefit from support for their mental health and wellbeing

Our communities will:

- Endorse, promote and support our academies as the school of choice
- Benefit from collaboration and celebration
- Work with us to ensure our academies are engaging, welcoming and proactive
- Work with us to provide high-quality work experience for pupils
- Help us develop a healthy volunteer network
- Support the best possible links with MPs and local services to support our pupils and families
- Want to join our ambassador teams
- Work with the trust to develop highly effective extracurricular programmes



#### Strategic report

The Executive Leadership Team has evaluated the impact of our objectives.

In 2020-2021 the seven objectives were:

- Objective 1 - Continue to develop great teaching through the Mastery Rubric
- Objective 2 - Further develop and implement a broad and ambitious curriculum to meet the specific needs of pupils and recoup lost learning due to COVID-19
- Objective 3 - Sustain, embed and develop staff culture and continue rolling out our People Development Plan
- Objective 4 - Leadership development at all levels of the trust
- Objective 5 - To ensure our learning from COVID-19 enhances what we do for all our staff and pupils
- Objective 6 - Continuous development of financial literacy and three-year planning for sustainability and growth
- Objective 7 - Securing great governance at all levels of the trust

Here are some of our highlights in meeting the 2020-2021 objectives.

#### Objective one:

- Excellent feedback from both primary and secondary headteachers, teaching and learning leads and teachers about the revised rubric. Mastery Rubric is now used more consistently across all academies
- Academies are starting to gain a more accurate picture of CPD needs and are working towards offering a more bespoke CPD approach

#### Objective two:

- Literacy and reading have a higher profile in all our academies
- Early signs of impact for pupils with biggest reading deficits
- Focus on vocabulary teaching established in lessons
- Academies now using formative assessment effectively within mastery framework

#### Objective three:

- Staff feel more valued and collaborate in trust wide initiatives
- 80% of staff recommend as place of work compared to 54% in previous survey
- People development plan actions evident in all academies

#### Objective four:

- Improved range of training offered to enable staff to feel confident in their role and provide high quality outcomes
- 80% of headteacher appointments that have come from internal appointments as a result of investment in leadership

#### Objective five:

- Curriculum strategy has been embraced by all academies with each applying their individual context to the trust-wide strategy and framework
- Training, coaching and development has been able to continue despite the pandemic restrictions
- Feedback has been overwhelmingly positive about the development of E-ACT culture and feeling around family unity

#### Objective six:

- Training at every academy, including the wider SLT teams was completed by the CFO
- Every academy now has an appreciation of the way the trust budgets. There is greater understanding of zero-based budgeting and its implementation is more effective

#### Objective seven:

- Awareness of governance activity has increased across all academies
- Ambassadors have reported positive improvements in the delivery of regional governance through GRD feedback
- There has been an increase in the number of ambassadors attending and engaging in GRD meetings



Our key performance indicators 2020-21

Pupil progress and national achievement

Pupils' key stage 4 and 5 grades were this year based on teachers' assessments as no exams could take place. As such, school league tables will not be published in 2021.

Despite this, our pupils have been an inspiration to the whole of E-ACT by progressing to the next exciting chapter in their careers.

The system for awarding teacher-assessed grades has been fair, resulting in no students being disadvantaged and a low number of appeals

12.7% £2.8M

Reserves

Reserves as a percentage of the next financial year's general annual grant. The trust's reserves have increased in the year but remain below the minimum amount in our reserves policy

Reinvestment of reserves into frontline education

100% 100%

The percentage of secondary pupils who have confirmed their progression to further study or are pursuing apprenticeships or employment opportunities at post-16.

The percentage of sixth form pupils who have confirmed their progression to higher education, further study or apprenticeships and employment opportunities.

Overall staffing costs to be around 75% of total income

Overall, staff costs are 74% of income as recognised in the Statement of Financial activities. Staff costs include teaching staff and agency (48%), educational support staff (13%) and operational staff (13%)

Finance

Financial stability and viability over a three-year planning horizon

Each region to continue to continue to develop its approach to the management of financial resources ensuring fairness and parity across our academies. Medium term planning as well and value for money will also remain at the forefront of our financial decision making.

80%

The percentage of headteacher appointments that have come from internal appointments as a result of investment in leadership.

£900K

The amount invested in staff training in the last academic year

Safeguarding our pupils

Mental Health First Aid

100% 0 1,842

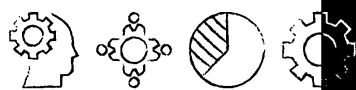
All our academies stayed open for our most vulnerable pupils and the children of key workers

The number of permanent exclusions in the last academic year

As at 31 August 2021, the number of people we have trained as youth and adult mental health first aiders since 2017



Our future plans  
2021-22



Achieve great  
outcomes for all our  
students

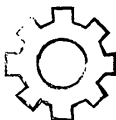
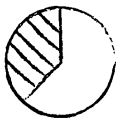
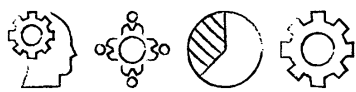
Further innovation  
in our curriculum

Further develop  
leadership and culture

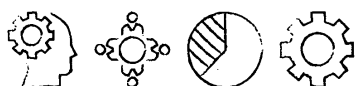
Further enhance  
activity and  
leadership in mental  
health for our staff  
and students



2021-2022 objectives



Achieve great  
outcomes for all  
our students



How will we  
achieve this?

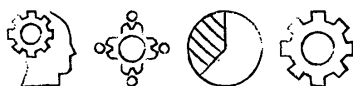
- **Headteachers and their SLT** coached on how to implement the Key Stage 2, 4 & 5 strategy effectively
- **On a regular basis, the national director of education quality** assures the implementation of the strategy and immediate modifications are suggested to ensure it has the desired impact
- **Fortnightly assessments** set and analysed centrally to identify gaps in students' knowledge & skills to inform early intervention
- **The Adrian Rainsford Centre at Corris** modernised to provide a readily accessible revision base where bespoke programmes of examination preparation can be delivered

Our impact

- **Our students will benefit from** a consistent and structured trust-wide approach to improving outcomes at primary, secondary and post-16
- **Our staff will have a collaborative approach** to raising achievement, sharing best practice more frequently between schools
- **The negative impact of COVID** on student progress will be swiftly addressed and their progress will be accelerated
- **Accurate trust-wide benchmarking** allows academies to be compared so there will be immediate identification of academies at risk, meaning this can be addressed swiftly
- **The improved outcomes achieved for our students** will open more doors for them, allowing them to progress to the next stage of their education, employment or training



Further innovation  
in our curriculum



How will we  
achieve this?

- **Sustainability** - integrate environmental and sustainability issues into the curriculum
- **Consent** (Everyone Invited) - is becoming embedded within the PSHE curriculum, which reflects pupils' understanding of consent and provides additional support for pupils with additional emotional challenges and circumstances
- **Enrichment activities** further developed within all primary academies
- **Carbon neutral projects** - fund academy-based projects that lead to reduction in use of energy/emissions and ultimately drive down the trust's CO2 intensity ratio from the current 0.3 per pupil
- **Sailing** - additional year group to attend during the 2021-2022 academic year

Our impact

- **Greater understanding of environmental issues.** A reduction of energy usage and CO2 emissions in each academy
- **All academies have a PSHE curriculum** which reflects pupils' understanding of consent
- **Every primary academy has an artist in residence.** The quality of art curriculum/work in each academy improves
- **Every child in a primary academy** has the opportunity to learn a musical instrument
- **Every academy follows the new E-ACT Passport** leading to enhanced opportunities for enrichment for every E-ACT student

Further develop  
leadership and  
culture



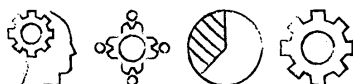
How will we  
achieve this?

- **Leadership training** - all E-ACT leaders are enabled and empowered with skills and support to develop high performing teams, create capacity for change and meet E-ACT values
- **Place leadership** - E-ACT leaders demonstrate community leadership through partnerships that open doors for all students and their communities
- **Student leadership** - E-ACT students are developed as young leaders and have the opportunity to influence in their schools, at trust level and within their communities
- **Headteachers** have access to a bespoke leadership investment package
- **Career development reviews** carried out for all staff
- **A reciprocal arrangement** for staff to work with a similar sector MAT

Our impact

- **Succession plan** shows reduced risk with an increase of 'ready now' leaders
- **KPIs for all employee relation matters** improve year on year
- **Student mental health** issues reduce, reduction in safeguarding concerns, destinations for students show 100% of students access their desired next step
- **Every academy has a representative student council** that has a half termly voice at SLT, termly at ELT and annual at trustees' meeting

Further enhance  
activity and  
leadership in  
mental health  
for our staff and  
students

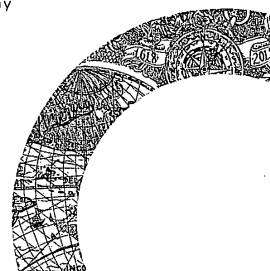


How will we  
achieve this?

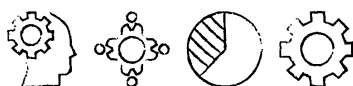
- **Academic research** - engage with universities/research bodies to look at the impact of COVID
- **Conference** - lead a national conference and become a thought leader in mental health in schools
- **MHFA** - continue to develop MHFA leads and train more staff
- **Application development** - engage with App developers to develop the existing student led work into a product for all students and staff

Our impact

- **Published research articles** and, through academic evaluation, an improved R+R curriculum and Launch Pad.
- **Improved wellbeing support** for all staff and students through a Wellness Assessment Tool (students) and a Teacher Wellbeing Tool
- **E-ACT becomes sector leading** in mental health
- **Increased number of MHFA leads** and increased numbers of staff qualified as MHFA
- **Numbers of mental health incidents decrease**
- **APP designed by our students.** APP written and downloaded by staff and students in every academy



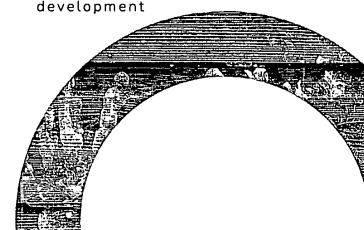




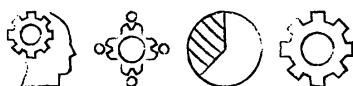
- **Increase the number of schools** within the trust - to help geographical inconsistency, to support staff retention and development and to help more students within the sector
- **Develop School Improvement** - to support growth areas and align incoming academies with E-ACT's expectations
- **Strengthen** - to further strengthen our delivery of educational provision and culture by improving outcomes, Ofsted ratings and staff experience



- **Number of academies increased** across agreed regional areas. Initial timescales pending external partners
- **Team in place** and demonstrating effective school improvement across 100% of work allocated
- **Valued** - staff report feeling valued and supported in their development



Continue to  
develop our use of  
technology



How will we  
achieve this?

- **Immersive classroom** - all primary academies to have in place during the 2021-2022 academic year
- **Online sixth form** - review and build on current offering for 2022 cohort
- **Catch up** - delivery of virtual lessons after school from one teacher to up to 2,000 students - maths and English catch up
- **SAM People** rolled out to all staff to improve and personalise their experience
- **Laptops for staff and students** - invest in a minimum of 500 student and staff devices to support technology use

Our impact

- Accelerated development of IT literacy of primary pupils
- More pupils receiving education from our very best teachers and obtaining better results
- Better understanding and access of our HR data, assisting more informed people decisions
- Assurance our staff and pupils are not held back due to access of IT equipment



## Modern slavery and human trafficking

As reported on the trust's website, E-ACT recognises that it has a responsibility to take a robust approach to slavery and human trafficking. The organisation is committed to preventing slavery and human trafficking within its activities and to ensuring that its supply chains are free from slavery and human trafficking.

This statement sets out E-ACT's actions to understand all potential modern slavery risks related to its business and to put in place steps that are aimed at ensuring there is no slavery or human trafficking in its business and supply chains.

### Structure, business and supply chains

E-ACT is a multi-academy trust (MAT), working in some of the most economically deprived areas of the country. The list of our 28 academies can be found on page 34.

E-ACT has three main areas of operations:

- A national level which oversees the business as a whole
- A regional level which is responsible for a group of academies
- A local level – e.g. an individual academy

Our supply chains are UK based and key supply areas cover catering, maintenance/repairs, agency staff and cleaning.

## Our approach

We work to the highest professional standards and comply with all laws, regulations and rules relevant to our business. We expect the same high standards from those we work with and are committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our business. We act ethically and with integrity in all of our charitable and business relations.

Policies, documentation and key relationships.

The following key policies and documentation detail our approach to protecting our pupils and staff from modern slavery and ensuring our supply chains are free from modern slavery.

- Procurement and contracts policy
- Concerns and complaints policy
- Whistleblowing policy and procedure
- Single central record (SCR), personnel files and safer recruitment policy
- Child protection and safeguarding policy
- Code of conduct
- Supplier terms and conditions

In addition, we work closely with the National Joint Council (NJC) to help reduce risk by improving employee working and pay practices.

Our Remuneration Committee (REMCO) has oversight of the process and practices embedded within E-ACT to reduce modern slavery and in ensuring our supply chains which rely on people can demonstrate adherence with local and national laws and regulations, including paying the minimum wage. The members of the committee work together with the Personnel Committee as appropriate on these areas.

## Identifying and addressing risks

We recognise as a trust that there are two main avenues of risk through which modern slavery could impact E-ACT. The first is through matters of a safeguarding nature which covers child sex exploitation or human trafficking which can directly impact our pupils. This also potentially affects the staff of our contractors. The second is our supply chain and the vendors we contract.

### Supply chain

E-ACT's procurement regulations set out the requirements we have in relation to our engagement with suppliers. Our suppliers are expected to comply with all local and national laws and regulations. This includes paying their staff the minimum wage, and any on-site staff passing a DBS check. We publish our standard terms and conditions to ensure providers looking to contract with us are aware of our standards. Should suppliers fail to meet our minimum requirements, or be unwilling to make any changes, we may cease to trade with them. Procurement is subject to internal audit review, as well as assessed by our external auditors annually. We are moving towards the predominance of contracts being appointed via frameworks which meet the requirements of the Modern Slavery Act 2015. In addition, we are utilising tenders across the business with a requirement for modern slavery reporting should the bidders meet the reporting threshold.

We have completed a desk-based audit of our key supplier statements to identify any areas of risk to the business. No areas of risk were identified. However, since the audit we have continued to refine our work and take further steps to understand our key supply chains and ensured due diligence through a form of self-audit. We continue to ensure that we support staff in working with existing and new suppliers through training and understanding of our processes embedded in our procurement practices to prevent modern slavery and human trafficking, and fully understand our duty as a trust as prescribed in legislation.



## Safeguarding

We take safeguarding incredibly seriously in upholding our statutory duties and striving to safeguard staff and pupils through a culture of safeguarding in everything we do. We have a regional safeguarding leader in each of our two regions, North and South and as well as designated safeguarding leaders in every academy. Collectively these colleagues work together to implement policy and secure excellence in safeguarding practice across the trust. These colleagues are incredibly experienced in this area and model excellent practice for all staff. Through their encouragement, each academy proactively works with the local authorities, the LADO and local stakeholders to combat safeguarding issues, including child sexual exploitation and human trafficking. Their good practice is shared amongst the regions and the focus of safeguarding training always includes detailed training about early identification of those at risk of exploitation.

The quality and impact of our safeguarding practice is reviewed at every level of trust governance. Safeguarding policy and practice is reviewed at every governance review day in our academies and a very detailed evaluation from our regional directors is provided to the Executive Leadership Team at the regional performance boards. In addition, the trust has appointed a national safeguarding lead during the year. This has been crucial during the COVID-19 pandemic so that we sustain high quality safeguarding work with all pupils whether learning remotely or learning on site in our academies.

Statutory safeguarding practices and impact on keeping children safe are formally reviewed by the two regional safeguarding leaders and audited through the work of Internal Audit Team.

Safeguarding is an agenda item at every full Board of Trustees meeting and we have a named trustee with portfolio responsibility for safeguarding. This trustee is also the Chair of the Personnel Committee. Our E-ACT child protection and safeguarding policy is reviewed annually by the Executive Leadership Team and the Board of Trustees. It is fully compliant with all statutory requirements and guidance set out in Keeping Children Safe in Education (DfE 2020). Throughout the COVID-19 pandemic we have issued addendums to this policy in accordance with updated guidance and requirements issued by government.

Due to the geographical spread of our academies, each academy designated safeguarding leader is required to understand the local safeguarding context. This is included within the policy for each academy and published on each academy website.

## Training

Every member of staff, whether or not they are based in an academy, is trained on the policy (either in person or via e-learning) and is required to declare annually that they have read and understood the policy and their training. In addition, E-ACT also has a whistleblowing policy which enables those with concerns about any wrongdoing or breaches of law, to raise these concerns in confidence without fear of disciplinary action.

Throughout the year the annual safeguarding training plan across the trust includes a detailed focus on early identification of those at risk of exploitation and training to help all staff know what to do if they become aware of any potential risks. We are fully satisfied that through our robust safeguarding training that staff could identify and act appropriately for at risk pupils, staff and contractors.

This is not an area for complacency however and we keep evaluation of safeguarding policy and practice under close scrutiny. This enables us to refine and develop excellence in all we do and in this modern slavery statement for 2020-2021 we recognise the impact of the pandemic is not to be underestimated as we continually enhance the knowledge of our staff to prevent slavery and human trafficking and child sexual exploitation.

We evaluate our processes for raising concerns to ensure that there are clearly identified ways to report concerns of whistleblowing or modern slavery which are available to all users of our estates.

## Going Concern

To assess the organisation's position and ensure E-ACT remains a going concern, the Board of Trustees have taken into consideration several key factors, which include:

- The level of reserves currently held by E-ACT
- The 2021-2022 budget and future year's forecasts
- Risks facing E-ACT and the management of those risks
- Projected pupil numbers
- The strengthening of our regions
- The management of cash within the organisation

The Board of Trustees have a reasonable expectation that the academy trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, E-ACT continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the statement of accounting policies.

## Financial review 2020-2021

The following section includes a review of the trust's financial performance and position.

Here we present information on our reserves policy, investment policy and the trust's principal risks and uncertainties.

During the year ended 31 August 2021, the total expenditure (excluding restricted fixed assets and pension funds) was £117m (2020: £115m) and income (excluding restricted fixed assets and pension funds) was £125m (2019: £119m). Overall, there has been an increase in restricted general funds reserves (excluding pension liability) of £6.7m and a decrease in unrestricted fund reserves of £0.9m. £1.7m of unrestricted funds were applied against restricted capital funds expenditure.

Restricted fixed asset income for the year was £4.0m, and total restricted fixed asset expenditure during the year amounted to £5.7m. The difference here was funded by a transfer from unrestricted revenue funds to capital funding.

At 31 August 2021, Restricted Reserves totalled £112m and Unrestricted Reserves totalled £3.0m. The Restricted Reserves comprise £194m in Fixed Asset Reserves, £92m deficit in Pension Reserves, and £11m surplus in Restricted General Funds.

As with the previous financial year, the in-year increase in reserves is largely due to the academies being locked down during the coronavirus outbreak. Certain key areas of spend did not occur, including site and capital spend of which will now take place in the next financial year, we also received a reduction in exam fees and the trust did not have to make use of its in year budgeted contingency. Additionally increased income received due to covid which was not fully spent during the year, £676k has been recognised in reserves and rolled over for educational use during 2021/22.

The expectation this year was that the trust would use some of the increased reserves to help our students and pupils 'catch-up' on missed education,

however all of this spend has not been possible to the extent expected due to the further lockdowns the trust has experienced. The trust has a number of plans for spend and allocation of extra resource for our academies during the 2021/22 academic year, this will be in parallel with the expected additional income that the government are providing schools. The trust will continue to monitor spend and educational requirements as we open for the new year and see to what extent we experience any further impact from COVID.

The accounts have been prepared on a going concern basis but the aforementioned deficit resulting from the Local Government Pension Funds is required to be shown as a liability on the balance sheet by Financial Reporting Standards (FRS).

The principal sources of income are government grants accounting for 99% of E-ACT's income. Revenue and small capital grants are paid annually to each academy, together with a larger capital grant that is received by E-ACT and allocated, on a needs basis, to the academies. The trustees continue to deploy all net incoming resources to investing in the educational purposes and fabric of our academies. These grants and associated expenditure are shown as Restricted Funds in the Statement of Financial Activities.

As an academy trust, the parents and pupils in E-ACT's academies have the assurance that all of our income must be and is applied for educational purposes. As an educational charity, E-ACT benefits from tax exemption on our educational activities and on its investment income and gains, provided these are applied for our charitable aims. E-ACT is also entitled to an 80% reduction on our business rates on the property we occupy for

our charitable purposes. The financial benefits we receive from these tax exemptions are all applied for educational purposes. E-ACT does, however, pay tax as an employer through the national insurance contributions that it makes.

In addition to the very substantial benefits E-ACT's academies brings to its pupils, the local community and society through the education it offers, our programme of community interaction and the letting out of our premises enables an even larger number of people to take advantage of our facilities.

E-ACT academies' ability to undertake effective financial forward planning is heavily dependent on DfE funding announcements. Whilst at the moment the trust is in a financially secure position, there is concern over medium term funding with respect to any financial measures the government puts in place in order to address the national deficit following COVID.



### Reserves policy

E-ACT is predominately funded on a monthly basis by DfE/ESFA grants and income which fairly matches expenditure with the exception of disruption from Covid, with around 74% of this being spent on teaching and other staffing.

The Master Funding agreement, which was agreed with the DfE and signed by the Board of Trustees in March 2016, enables funding to be carried forward without restriction.

At the year end, distributable (revenue) reserves amounted to £13.6m, which is an increase of £5.7m from the previous year. This is considered to be above the sector benchmark, however this will be used to cover delayed capital projects as a result of Covid and other earmarked spend during the next financial year. The trustees' aim is to manage the reserves in line with the Department for Education's guidance on the carry forward of reserves.

The Local Government Pension Scheme (LGPS) liabilities are recognised in the accounts as a significant deficit within restricted funds (£92m); however, this does not mean there is an immediate liability for the total amount. Rather, the balance reflects the potential for increases in employer pension contributions in later years to finance the deficits.

E-ACT has no recourse to other revenue income streams of any significance and maintaining a level of reserves is essential to protect the trust against future potential financial risk. The operating reserves at 31 August 2021 total £13.6m (£10.6m restricted plus £3.0m unrestricted). In 2020, the trustees reviewed the trusts target level of reserves for the organisation and they are as follows:

- 5.5% of GAG for general use linked to E-ACT's charitable objects
- 1% of turnover to fund future estate's needs
- 1% of turnover to fund future ICT needs

These have not been amended during the financial year and as at year end there are currently no plans by the trust to change this policy. Academies, regions and the national teams continue to prepare financial forward plans for at least the next three years alongside the annual budget and actively maintain a risk register to enable the trust to foresee potential issues that might affect the viability. The trust has no plans to hold a level of reserves above policy, for any length of time. Trustees are working with senior management to ensure appropriate targeted educational investment of surplus funds is achieved and linked to the trusts strategy.

### Investment policy

The Board of Trustees, on the recommendation of the Finance Committee, approved a revised Treasury Management Policy in July 2014. This remains in place and has not been amended in subsequent years. The principal consideration in this policy is risk minimisation. During the year all temporary cash deposits were invested with UK high street banks only. E-ACT did not hold any other investments.

#### Principal risks and uncertainties

E-ACT has continued to develop its management, awareness and practices seen in previous years. E-ACT's internal audit team worked closely with the Chief Risk Officer to determine areas of strength for sharing and development wider improvements. Risk management practices remain present and focused across the academies within the trust. Principle risks and uncertainties for 2020-21 have been dominated by the COVID-19 situation.

The monitoring of student safeguarding and welfare during the period students were unable to attend out academies was a significant focus for the trust. The welfare and safety of our students during these unprecedented times was our highest priority. Student learning being completed outside of our classrooms was a significant risk throughout periods of the year, with risks being addressed during enforced lockdowns and isolation periods.

Keeping our staff safe and supported during these difficult times was a significant uncertainty, along with the unknown consequences of illness, isolation and exhaustion. The risks associated with delivering during COVID-19 have been the first time such matters have been faced in the trust.

The constant drive to provide every student with the best possible educational opportunities will remain an uncertainty and the trust strives to deliver education at its best. The inherent risks involved in delivering this during the last 12 months have been multi-faceted and been a major focus for maintaining the quality of our education.

The risk associated with IT delivery and systems have significantly increased during the last 12 months, with cyber threats becoming more sophisticated and requiring increased technical defences.

#### Fundraising

The academy trust does not use external fundraisers. During the year no fundraising activities took place at the trust.



# Streamline energy and carbon reporting

| UK greenhouse gas emissions and energy use data for the period 1 September 2020 to 31 August 2021 | 2019-2020  | 2020-2021  |
|---|------------|------------|
| Energy consumption used to calculate emissions (kWh)  | 28,018,798 | 31,061,617 |
| Energy consumption break down (kWh) (optional)  |            |            |
| • Gas   | 18,718,538 | 21,406,242 |
| • Electricity   | 8,956,953  | 9,392,794  |
| • Transport fuel  | 343,308    | 262,580    |
| Scope 1 emissions in metric tonnes CO2e   |            |            |
| Gas consumption   | 3,441.8    | 3,920.8    |
| Owned transport – mini buses  | 10.7       | 14.0       |
| Total scope 1   | 3,452.5    | 3,910.9    |
| Scope 2 emissions in metric tonnes CO2e   |            |            |
| Purchased electricity   | 2,088.2    | 1,994.4    |
| Scope 3 emissions in metric tonnes CO2e   |            |            |
| Business travel in employee owned vehicles  | 73.6       | 50.7       |
| Total gross emissions in metric tonnes CO2e   | 5,614.3    | 5,979.8    |
| Intensity Ratio   |            |            |
| Tonnes CO2e per pupil   | 0.311      | 0.333      |

## Quantification and Reporting Methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2020 UK Governments Conversion Factors for Company Reporting.

## Intensity measurement

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

## Measures taken to improve energy efficiency

E-ACT continues to develop the trusts strategy to increase energy efficiency across the trust, the key focus this year has been the replacement and upgrade of a number of our heating systems.

This year has seen the implementation of the following energy efficiency measures.

## Boiler replacements to more efficient models have taken place at the following sites:

- Badocks Wood Primary Academy (costing £291,000)
- Braintcroft Primary Academy (costing £129,000)
- DSLV Academy (costing £36,000)
- Hareclive Academy (costing £163,000)
- Ilminster Avenue Primary Academy (costing £43,000)
- Bourne End Academy (costing £98,000)
- North Birmingham academy (costing £21,000)

## Heating distribution pipework and emitter upgrades have taken place at the following sites:

- Parker Primary Academy (costing £262,000)
- Greenfield Primary Academy (costing £421,000)

## Auditor

Insofar as the trustees are aware:

There is no relevant audit information of which the academy trust's auditor is unaware.

The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees' report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company's directors on 18 January 2022 and signed on the board's behalf by:

Jim Knight  
Chair of the Board of Trustees

Tom Campbell Interim CEO  
Accounting Officer



## Governance statement 2020-2021

### Governance

The information on governance included here supplements that described in the trustees' report and in the statement of trustees' responsibilities.

The board may be comprised of no fewer than three people and currently consists of nine trustees, not counting the Chief Executive Officer. All members of the Board of Trustees are unpaid in their roles as trustees.

The Board of Trustees met formally seven times during the year 2020-2021. Attendance at the Board of Trustees and at the respective committees are listed in the table on page 6.

At the end of the 2020-2021 financial year, the Board of Trustees comprised the following:

- Nine trustees appointed by the members (Articles 45-50)
- The Chief Executive, as an ex-officio trustee (articles 50B and 57)

At the time of approving the accounts, the Board of Trustees currently comprises the following: nine trustees appointed by the members (articles 45-50)

The composition of the board changed during the year with two trustees stepping down from their roles at the end of two terms of office. This reduced the number of trustees from 10 to eight. One new trustee was appointed, leaving the trust with nine trustees at the end of the reporting year. One of our trustees remains the portfolio holder for safeguarding and another trustee has the portfolio for oversight of special educational needs and disabilities (SEND). The Vice Chair of the Board continues to hold the role of the senior independent trustee.

The Board of Trustees continues to review its effectiveness through regular reviews and the desire to continually reflect upon professional development needs and seek opportunities for additional training throughout the year.

At the close of 2020-2021 the trust had three members.

### Committee composition

The Board of Trustees appoints members of each of the five trustee committees:

- Audit and Risk
- Finance
- Education
- Personnel
- Remuneration

The Executive Leadership Team (ELT) attend four of the five committees through standing invite. The Chief Executive Officer attends the Remuneration Committee and other members of the Executive Leadership Team may be invited to attend, determined by agenda items.

Between the formal committee cycle of meetings, the chair of each committee works with their lead ELT colleague for the respective committee, to keep the chair apprised of items such as Ofsted findings, strategy work, financial items and staffing. This model ensures that agenda items for each committee take account of emerging issues, report on the objectives for Opening Minds, Opening Doors and on the specified items in the terms of reference for each committee.

The Head of Internal Audit continues to hold a closed meeting session before each Audit and Risk Committee and our external auditors are invited to attend the Audit and Risk committees. There is also a closed session available for external auditors and the trustees before approval of the annual accounts.

As trustees, we acknowledge we have overall responsibility for ensuring that as a multi-academy trust, E-ACT has an effective and appropriate system of control, financial and otherwise. However, such a system is designed to manage rather than to eliminate the risk of failure to achieve business objectives and can provide only reasonable and not absolute assurance against material mis-statement or loss.

The Board of Trustees has delegated the day-to-day operational responsibility of the trust to the Chief Executive Officer, as Accounting Officer, for ensuring that 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 E-ACT and the Secretary of State for Education.

The Chief Executive Officer, as the Accounting Officer is also responsible for reporting to the Board of Trustees any material weaknesses or breakdowns in internal control.





## The Board of Trustees

The five trustee committees support the Board of Trustees in discharging their statutory strategic and governance responsibilities. The operational management of E-ACT across 28 academies is delegated to the Chief Executive Officer (CEO) and her Executive Leadership Team (ELT).

In the normal annual governance cycle for the trust, the Board of Trustees meets five times a year with five cycles of four trustee committee meetings and a cycle of two meetings for REMCo. Through the scheme of delegation and terms of reference for each committee, the committees work with the Executive Leadership Team on strategy and vision for the trust and the committees have delegated authority on key decisions. The chair of each committee reports to the full Board of Trustees and the committees have authority and responsibility to raise matters to the full board for further decisions and consideration.

Through the regional model of governance, the Board of Trustees meetings receive summaries from the Executive Leadership Team about their work to hold regional directors to account for their regions. The governance and accountability model of termly regional performance boards (RPBs) and termly governance review days (GRDs) provide challenge to headteachers and their leadership teams as the Executive Leadership Team assess and evaluate the strengths and priorities in the academies and regions.

Throughout each cycle of meetings and full board meetings, the trustees hold the Executive Leadership Team to account for the impact of the core purpose and strategy Opening Minds, Opening Doors and trust-wide items that inform the improvement strategy for education and operations across the trust.

In the reporting year 2020-2021 as a result of the COVID-19 pandemic and the national lockdown in 2020, the Board of Trustees in agreement with the Executive Leadership Team, increased the frequency of full board meetings.

The additional meetings were deemed as extraordinary board meetings (EBMs) and were specifically constituted to ensure that the Executive Leadership Team were able to report regularly to trustees on all education and operational matters relating to the daily complexity of the pandemic.

By moving to extraordinary board meetings with a revised standard agenda, the Executive Leadership Team was able to assure the board of adherence to government requirements and guidance and share with the board the extensive, robust planning and risk assessments that underpinned every aspect of the trust's work during this time of uncertainty.

In particular, the expertise of the Board of Trustees was invaluable in analysing the risks and mitigations identified in a new, three phase COVID-19 risk register. The new risk register gave trustees a comprehensive understanding of all operational and educational priorities from safeguarding pupils, virtual learning and crucially the tracking of health and wellbeing of staff as we took determined action to support staff and cluster our academies for key worker and vulnerable children during the lockdown period.

The Board of Trustees also agreed to the extraordinary board meetings taking place virtually on Teams and all trustees were able to engage in this alternative to face to face board meetings, as required in our articles.

Throughout the year at full board and committee meetings, the trustees and executive have worked at a determined pace, sustaining scrutiny of original priorities set at the start of the year but also working with great agility to lead and manage through the extraordinary events of the COVID-19 pandemic.

The remit of each of the five committees is explained below. A key focus of the committees' work last year was reviewing the work to meet the seven objectives in the second year of Opening Minds, Opening Doors. In addition, in accordance with the terms of reference for each committee the review and approval of E-ACT policies continued at pace last year to make certain policies are fit for purpose for our trust.

The Remuneration Committee (REMCo) approves the pay progression for the CEO, Executive Leadership Team (ELT), Extended ELT and headteachers above the automatic one-point progression allowed annually. It receives recommendations from the Personnel Committee about executive appraisal outcomes and targets for the year ahead. The committee approves and monitors the total remuneration, any ex-gratia payments of anyone earning above £100,000 and completes an annual review of the basic salaries of those earning above £60,000. The committee approves reporting requirements set out in the ESFA publications and guidance. This includes the publication of the number of employees whose benefits exceeded £100k, in £10k bandings. During 2020-21 the REMCo met four times.

Audit and Risk Committee is a committee of the Board of Trustees and the committee met three times last year. The terms of reference for Audit and Risk Committee set out the core function as ensuring the quality and integrity of: the organisation's risk management framework; accounting and reporting practices; controls and financial statements; legal and regulatory compliance; the auditor's qualifications and independence; and the performance of the company's internal audit function and independent auditors. Each year the internal audit team plan the internal audits for the year for education and operations and follow-up reviews. The internal audits provide assurance to trustees about compliance and control; key findings are reported to this committee.

The Audit and Risk Committee has been pivotal in developing and supporting the work of the executive to embed understanding of risk right across the trust. Improvements have been made to the risk framework and appetite, reflecting the maturation of the work undertaken in recent years to develop increased confidence and competence in understanding risk and risk management. The Head of Internal Audit along with the executive reviewed the application of categories in the risk register, determining that there was scope for gaining even more differentiation between risks when applying the trust approved appetite to risk. This level of scrutiny has been useful in supporting the way in which risk is profiled across the trust, with the increased educational and operational ownership and understanding of risk impact that arises from key decisions.

The Finance Committee is a sub-committee of the Board of Trustees and the committee met three times last year. The overall purpose of the committee is to support the Board of Trustees to uphold and ensure the very best maintenance of systems of financial management and control to assure financial probity and transparency, and effective financial stewardship and management of the organisation.

The work this year to assess financial performance, tightly monitor budgets and forecasts, tackle the demands of the pandemic, support our children in their learning and support the safety of staff and pupils rightly required much consideration at this committee and at full board

The Education Committee is tasked to provide strategic direction and robust scrutiny in assessing how well the trust raises standards and improves educational outcomes for all pupils through an ambitious curriculum in all academies. The committee will regularly have focus items which provide the trustees opportunities to deep dive into subjects aligned with E-ACTs strategies, priorities and practices.

The remit of the committee includes scrutiny of reporting about safeguarding of pupils and the upholding of the trustee's duties as prescribed in the DfE governance handbook in relation to the evaluation of the quality of education for pupil premium children, looked after children and for pupils with special educational needs and disabilities (SEND). During 2020-2021 the Education Committee met three times.

The Personnel Committee is responsible for overseeing trust-wide personnel matters. The committee also updates REMco on items related to remuneration and performance targets of the executive. The remit of the Personnel Committee includes scrutiny of the organisational and workforce strategy through the comprehensive People Development Plan, the impact of work to attract, retain and develop talent through innovative career planning and motivational coaching for effective succession planning. In addition, the Personnel Committee seeks to use staff voice and feedback to help the trust develop its support network to care for the wellbeing of our people. The Personnel Committee had three focused items on each meeting agenda throughout the year. This enabled trustees to hold ELT to account for the People Development Plan and dive into specific details of delivery and practice. During 2020-2021, the Personnel Committee met three times.

#### Review of value for money

As Accounting Officer, the Chief Executive Officer (CEO) has responsibility for ensuring that E-ACT 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 the academy trust's use of its resources has provided good value for money during each academic year, and reports to the Board of Trustees where value for money can be improved, including the use of benchmarking data where appropriate.

#### System of internal control

The system of internal control is designed to manage risk to a level that sits within an appetite agreed for the trust rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of academy trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and their impact should they be realised. It also considers how risks are managed and whether they are deemed efficient, effective and economic.

The system of internal control utilises a number of methods including internal scrutiny by the committees and the internal audit team, user experience, and objective data sets. These are combined to provide trustees and our regulators with the assurance that frameworks for internal control are functioning effectively and in line with expectations. The system of internal control (SIC) is complementary to the external control functions operated by our external auditors and in scrutiny through bodies such as Ofsted. The SIC has been in place in E-ACT multi-academy trust for the period 1 September 2020 to 31 August 2021 and up to the date of approval of this annual report and financial statements.

Following the year end, two items have come to light that are being further considered by external professional advisers on behalf of the trustees.

The academy trust has identified payments made to staff members which cannot yet be determined as in line with DfE and ESFA requirements. The academy trust has also identified a contract which needs further consideration of the procurement processes used to ensure value for money was obtained for E-ACT.

The academy trust continues to review the extent to which procedures were complied with in relation to these transactions. The ESFA have been notified of the ongoing actions and anticipated timescales. No formal conclusions have been drawn at this stage, but the issues under review are not deemed to be material in the context of the financial results portrayed by these financial statements.



#### Capacity to handle risk

The Board of Trustees has reviewed the key risks to which E-ACT may be exposed, together with the operating, financial and compliance controls that have been implemented to mitigate those risks.

The Board of Trustees is of the view that there is an effective process for identifying, evaluating and managing the academy trust's significant risks that has been in place for the period 1 September 2020 to 31 August 2021 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Executive Leadership Team and the Board of Trustees.

#### The risk and control framework

The trust's system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability.

In particular, it includes:

- Comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees
- Reviews by the Finance Committee and the Audit and Risk Committee of reports which indicate financial performance against the forecasts of major purchase plans, capital works and expenditure programmes
- Setting targets to measure financial and other performance
- Clearly defined purchasing (asset purchase or capital investment) policies and processes
- Delegation of authority and segregation of duties
- Identification and management of risks

Following the decision of the Board of Trustees to employ its own internal audit function led by the Head of Internal Audit and Risk Management, the function has been in operation during the year under review.

The internal audit provision within the trust meets the statutory financial obligations within the academies financial handbook. The function exceeds the requirements by undertaking wider reviews across all facets of the trust and is driven by continual improvement, validation of E-ACT values and delivery of regional and national priorities identified by trustees.

Throughout the year 2020-2021 the Internal Audit Team delivered 17 internal audit reviews and three follow-up reviews (FURs) covering a range of both academy and regional reviews for education and operations. The Head of Internal Audit has a closed meeting with the trustees of the Audit and Risk Committee prior to the start of their committee meetings last year. This provides direct access to the trustees.

The Head of Internal Audit and Risk Management holds regular discussions with board members. In addition, the reports from internal audits and follow-up reviews (FURs) are discussed at the relevant trustee committee according to the remit of that committee. Where an internal audit involves trust-wide analysis, the findings from the audit are also reported and discussed at the full Board of Trustees meeting.

#### Review of effectiveness

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

- The work of the internal auditor
- The work of the external auditor
- The financial management and governance self-assessment process or the school resource management self-assessment tool
- The work of the executive managers within the academy trust who have responsibility for the development and maintenance of the internal control framework.

The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the (audit and risk committee) and a plan to address weaknesses (if relevant) and ensure continuous improvement of the system is in place. Approved by order of the members of the Board of Trustees on [date] and signed on its behalf by:

Jim Knight  
Chair of the Board of Trustees

Tom Campbell Interim CEO  
Accounting Officer



#### Statement of regularity, propriety and compliance

As Accounting Officer of E-ACT multi academy trust I have considered my responsibility to notify the academy trust Board of Trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the academy trust, under the funding agreement in place between the academy trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the academies financial handbook 2020.

I confirm that I and the academy trust Board of Trustees are able to identify any material irregular or improper use of all funds by the academy trust, or material non-compliance with the terms and conditions of funding under the academy trust's funding agreement and the academies financial handbook 2020.

Other than the items under further consideration, as referred to on page 83 that is currently ongoing and for which no conclusions can yet be drawn, 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.



**Tom Campbell**  
Interim Chief Executive Officer and Accounting Officer  
10 December 2021

#### Statement of trustees' responsibilities

The trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with the academies accounts direction published by the Education and Skills Funding Agency, United Kingdom accounting standards (United Kingdom generally accepted accounting practice) and applicable law and regulations.

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

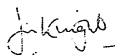
- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP 2019 and the academies accounts direction 2020 to 2021
- Make judgments and accounting estimates that are reasonable and prudent
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees are responsible for ensuring that in its conduct and operation the charitable company applies financial and other controls, which conform with the requirements both of propriety and of good financial management.

They are also responsible for ensuring grants received from ESFA/DFE have been applied for the purposes intended. The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. Approved by order of the members of the Board of Trustees on [date] and signed on its behalf by:



**Jim Knight**  
Chair of the Board of Trustees  
Page 87



**Tom Campbell**  
Interim Chief Executive Officer and  
Accounting Officer

## Independent auditor's report to the members of E-ACT

### Opinion

We have audited the financial statements of E-ACT (the 'charitable company') for the year ended 31 August 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards, including Financial Reporting Standard 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 preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (the Charities SORP 2019) and the Academies Accounts Direction 2020 to 2021.

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of its income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Charities SORP 2019 and Academies Accounts Direction 2020 to 2021.

### 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

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

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

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

### Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

### 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, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report.

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

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



## Responsibilities of trustees

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

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

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

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

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with management, and from our knowledge of the academy trust sector;
- the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;
- we considered the legal and regulatory frameworks that are applicable to the charitable company and determined that the most significant are the Companies Act 2006, the Charities SORP 2019, the Academies Accounts Direction 2020 to 2021, the Academies Financial Handbook 2020, and the academy trust's funding agreement with the ESFA as well as legislation pertaining to safeguarding in the UK;

- we understood how the charitable company is complying with those legal and regulatory frameworks by making inquiries to management and those responsible for legal, compliance and governance procedures. We corroborated our inquiries through our review of the minutes of trustees' meetings and papers provided to the trustees.
- we planned and carried out a separate limited assurance engagement in respect of regularity, propriety and compliance in accordance with the Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts issued by the ESFA, as set out in our separate independent reporting accountant's assurance report on regularity.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- tested the authorisation of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:


- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of trustees' meetings;
- enquiring of management and those charged with governance as to actual and potential litigation and claims;
- reviewing any available correspondence with Ofsted, ESFA and HMRC; and
- the work undertaken in relation to the limited assurance engagement in respect of regularity, propriety and compliance in accordance with the Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts issued by the ESFA, as set out in our separate independent reporting accountant's assurance report on regularity.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. International Standards on Auditing also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any

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 our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Katharine Patel (Senior Statutory Auditor)  
For and on behalf of Buzzacott LLP, Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL

25 January 2022



**Independent reporting accountant's assurance report on regularity to E-ACT and the Education and Skills Funding Agency**

In accordance with the terms of our engagement letter and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2020 to 2021, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by E-ACT during the period from 1 September 2020 to 31 August 2021 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

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

Respective responsibilities of E-ACT's accounting officer and the reporting auditor

The accounting officer is responsible, under the requirements of E-ACT's funding agreement with the Secretary of State for Education and the Academies Financial Handbook, extant from 1 September 2020, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2021 to 2021. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period from 1 September 2020 to 31 August 2021 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

**Approach**

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

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

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

Our engagement includes examination, on a test basis, of evidence relevant to the regularity and propriety of the academy trust's income and expenditure. The work undertaken to draw to our conclusion includes:

- An assessment of the risk of material irregularity and impropriety across all of the academy trust's activities;
- Further testing and review of the areas identified through the risk assessment including enquiry, identification of control processes and examination of supporting evidence across all areas identified as well as additional verification work where considered necessary; and
- Consideration of evidence obtained through the work detailed above and the work completed as part of our financial statements audit in order to support the regularity conclusion.

**Conclusion**

Other than the items under further consideration, as referred to on page 83, that is currently ongoing and for which no conclusions can yet be drawn, 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 from 1 September 2020 to 31 August 2021 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

*Buzzacott LLP*

Buzzacott LLP  
Chartered Accountants  
130 Wood Street  
London  
EC2V 6DL

25 January 2022





## Financial statements 2020-2021

The following section includes our statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements.

### Statement of financial activities for year ended 31 August 2021 (including income and expenditure account)

|   | Notes | All Academies      |                          |                              |                 |
|---|-------|--------------------|--------------------------|------------------------------|-----------------|
|   |       | Unrestricted Funds | Restricted General Funds | Restricted Fixed Asset Funds | Total           |
|   |       | £'000              | £'000                    | £'000                        | £'000           |
| <b>Income and endowments from:</b>                          |       |                    |                          |                              |                 |
| Donations and Capital grant                                 | 3     | 170                | -                        | 9,877                        | 10,047          |
| <b>Charitable activities:</b>                               |       |                    |                          |                              |                 |
| Funding for the academy trust's educational operations      | 4     | 78                 | 123,764                  | -                            | 123,842         |
| Other trading activities                                    | 5     | 75                 | -                        | -                            | 875             |
| Investments   | 6     | 10                 | -                        | -                            | 10              |
| <b>Total</b>  |       | <b>1,133</b>       | <b>123,764</b>           | <b>9,877</b>                 | <b>134,774</b>  |
| <b>Expenditure on:</b>                                      |       |                    |                          |                              |                 |
| Charitable activities:                                      |       |                    |                          |                              |                 |
| Academy trust educational operations                        | 9     | 311                | 122,146                  | 9,092                        | 131,549         |
| <b>Total</b>  |       | <b>311</b>         | <b>122,146</b>           | <b>9,092</b>                 | <b>131,549</b>  |
| <b>Net Income / (expenditure)</b>                           |       | <b>822</b>         | <b>1,618</b>             | <b>785</b>                   | <b>3,225</b>    |
| <b>Transfer between funds</b>                               | 19    | <b>(1,747)</b>     | <b>-</b>                 | <b>1,747</b>                 | <b>-</b>        |
| <b>Other recognised gains and (losses)</b>                  |       |                    |                          |                              |                 |
| Actuarial (losses) gains on defined benefit pension schemes | 31    | -                  | (23,390)                 | -                            | (23,390)        |
| <b>Net movement in Funds</b>                                |       | <b>(925)</b>       | <b>(21,772)</b>          | <b>2,532</b>                 | <b>(18,489)</b> |
| <b>Reconciliation of funds</b>                              |       |                    |                          |                              |                 |
| Total funds brought forward                                 |       | 3,952              | (80,067)                 | 191,033                      | 134,918         |
| <b>Total funds carried forward</b>                          |       | <b>3,027</b>       | <b>(81,839)</b>          | <b>193,565</b>               | <b>134,918</b>  |

Under E-ACT's funding agreement, the trust is permitted to transfer funds from within unrestricted funds to restricted general funds, and also from restricted general funds to restricted fixed asset funds. During the year and as planned, the trust moved unrestricted funds to cover educational spend and fixed asset spend.



# Balance Sheet 31 August 2021

Company Number 06526376

|   |       | E-ACT<br>31 August<br>2021 | E-ACT<br>31 August<br>2020 |
|---|-------|----------------------------|----------------------------|
|   | Notes | £'000                      | £'000                      |
| <b>Fixed Assets</b>                                     |       |                            |                            |
| Intangible assets                                       | 13    | 2                          | 9                          |
| Tangible assets   | 14    | 193,408                    | 190,943                    |
| <b>Current Assets</b>                                   |       |                            |                            |
| Stock   | 15    | 36                         | 41                         |
| Debtors   | 16    | 4,880                      | 4,774                      |
| Cash at bank and in hand                                |       | 24,425                     | 18,127                     |
|   |       | <u>29,341</u>              | <u>22,942</u>              |
| <b>Liabilities</b>                                      |       |                            |                            |
| Creditors: Amount falling due within one year           | 17    | (15,330)                   | (14,875)                   |
| Net current assets                                      |       | <u>14,011</u>              | <u>8,067</u>               |
| <b>Total assets less current liabilities</b>            |       | <b>207,421</b>             | <b>199,019</b>             |
| Creditors: Amounts falling due after more than one year | 18    | (200)                      | (127)                      |
| <b>Net Assets excluding pension scheme liability</b>    |       | <b>207,221</b>             | <b>198,892</b>             |
| Defined benefit pensions scheme liability               | 31    | (92,468)                   | (63,974)                   |
| <b>Total net assets</b>                                 |       | <b>114,753</b>             | <b>134,918</b>             |
| <b>Funds of the academy trust:</b>                      |       |                            |                            |
| <b>Restricted funds</b>                                 |       |                            |                            |
| Fixed asset fund  | 19    | 193,585                    | 191,033                    |
| Restricted income fund                                  | 19    | 10,629                     | 3,907                      |
| Pension Reserve   | 19    | (92,468)                   | (63,974)                   |
| <b>Total restricted funds</b>                           |       | <b>111,728</b>             | <b>130,966</b>             |
| Unrestricted income funds                               | 19    | <u>3,027</u>               | <u>3,952</u>               |
| <b>Total funds</b>                                      |       | <b>114,753</b>             | <b>134,918</b>             |

The financial statements on pages 97 to 121 were approved by the trustees and authorised for issue on 14th December 2021 and signed on their behalf by:



Lord Jim Knight  
Chair of E-ACT



Tom Campbell  
Interim Chief Executive Officer and Accounting Officer

# Cash flow statement for the year ended 31 August 2021

|  | Notes | 31 August<br>2021<br>£'000 | 31 August<br>2020<br>£'000 |
|--|-------|----------------------------|----------------------------|
| <b>Cash Flow from operating activities</b>                     |       |                            |                            |
| Net cash provided by (used in) operating activities            | 23    | 7,848                      | 4,752                      |
| <b>Cash flows from investing activities</b>                    | 25    | (1,662)                    | (1,201)                    |
| <b>Cash flows from financing activities</b>                    | 24    | 112                        | 139                        |
| <b>Change in cash and cash equivalents in reporting period</b> |       | <u>6,298</u>               | <u>3,690</u>               |
| <b>Cash and cash equivalents at 1 September 2020</b>           |       | <u>18,127</u>              | <u>14,437</u>              |
| <b>Cash and cash equivalents at 31 August 2021</b>             | 26    | <u>24,425</u>              | <u>18,127</u>              |



## Notes to the financial statements

### 1. Accounting policies

#### Basis of preparation

The financial statements of the academy trust, which is a public benefit entity under FRS 102, 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 2020 to 2021 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

E-ACT meets the definition of a public-funded benefit entity under FRS 102.

#### Going concern

E-ACT's charitable activities, together with the factors likely to affect its future development, performance and position are set out within this report and the trustees report. In addition, the financial statements include the Company's objectives, policies and processes for managing its capital, its financial risk management objectives, details of its financial policy, and its exposures to risk. E-ACT has financial resources in the form of reserves together with long-term contracts under the Master Funding Agreement with the Department for Education. Consequently, the Trustees believe that the company is well placed to manage its business risks successfully despite the current uncertain national economic outlook.

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 academy trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the academy trusts ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

#### Income

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

##### Grants receivable

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

The 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 when the Trust is deemed to be entitled to the funds, subject to any conditions being met. Such conditions may include E-ACT approving and contractually committing to the project being funded; and sufficient funding being secured by E-ACT to fully fund the capital project. Capital grants are not deferred over the life of the asset on which they are expended. Once the income recognition criteria has been met, unspent amounts of capital grants are held within the restricted fixed asset funds.

The academy trust is benefiting from the ESFA's (Priority Schools Building Programme). The funding for the programme is not recognised as a capital grant until there is unconditional entitlement from costs being incurred, and the development occurring on a site where the

academy trust controls through lease the site where the development is occurring. Where applicable the expenditure is capitalised in assets under construction until the project is complete.

##### Sponsorship income

Sponsorship income provided to the academy trust which amounts to a donation is recognised in the Statement of Financial Activities in the period in which it is receivable (where there are no performance-related conditions), where the receipt is probable and it can be measured reliably.

##### Donations

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

##### Other income

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

##### Donated goods, facilities and services

Goods donated for resale are included at fair value, being the expected proceeds from sale less the expected costs of sale. If it is practical to assess the fair value at receipt, it is recognised in stock and 'Income from other trading activities'. Upon sale, the value of the stock is charged against 'Income from other trading activities' and the proceeds are recognised as 'Income from other trading activities'. Where it is impractical to fair value the items due to the volume of low value items they are not recognised in the financial statements until they are sold. The income is recognised within 'Income from other trading activities'.

##### Transfer on conversion

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

##### Transfer of existing academies into the academy trust

Where assets and liabilities are received on the transfer of an existing academy into the academy trust, the transferred net assets are measured at fair value and recognised in the balance sheet at the point when the risks and rewards of ownership pass to the academy trust. An equal amount of income is recognised for the transfer of an existing academy into the academy trust within Donations and capital grant income to the net assets required

##### Donated fixed assets (excluding Transfers on conversion/into the academy trust)

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

##### Interest receivable

Interest earned on cash balances is recognised in the Statement of Financial Activities in the period in which it is receivable.

#### 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.



- **Expenditure on raising funds**

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

- **Charitable activities**

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

All resources expended are inclusive of any irrecoverable VAT.

#### **Intangible fixed assets**

Intangible assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment.

Amortisation is provided on intangible fixed assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life, as follows:

- Purchased computer software – over 3 years, or useful economic life.

#### **Tangible fixed assets**

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

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

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

- Freehold Buildings – over 50 years, or useful economic life.
- Leasehold Land – over the length of lease, or useful economic life.
- Long leasehold buildings – lower of 50 years, length of lease, or useful economic life.
- Short leasehold buildings – over the period of the lease
- ICT equipment and software – 3 years, or useful economic life.
- Fixtures, fittings and equipment – 5 years, or useful economic life.
- Motor vehicles – 5 years, or useful economic life.

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

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

#### **Liabilities**

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

anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

#### **Provisions**

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

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

#### **Leased Assets**

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

#### **Investments**

The Trust has no subsidiaries.

#### **Financial Instruments**

The academy trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the academy trust and their measurement 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 16. 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 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 17 and 18. Taxation and social security and 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 a charity's wholly owned subsidiary are held at face value less any impairment.

#### **Stock**

Unsold uniforms and catering stocks are valued at the lower of cost or net realisable value.

#### **Taxation**

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

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

#### **Pensions benefits**

##### **Defined benefit schemes**

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

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



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

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

#### Defined contribution scheme

Head office employees historically had the option of joining a defined contribution scheme operated by Scottish Widows. The pension costs for the scheme represent the contributions payable in the period. This is a defined contribution scheme, and contributions for the year amounted to £9.4k.

#### Fund accounting

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of the academy trust at the discretion of the trustees.

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by 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 Education & Skills Funding Agency.

#### Critical accounting estimates and areas of judgement

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

#### Critical accounting estimates and assumptions

The Academy Trust makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing 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 31, 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 2016 has been used by the actuary in valuing the pensions liability at 31 August 2021. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

#### Agency arrangements

The academy trust acts as an agent in distributing 16-19 bursary funds from ESFA. Payments received from ESFA and subsequent disbursements to students are excluded from the statement of financial activities as the academy trust does not have control over the charitable application of the funds. The academy trust can use up to 5% of the allocation towards its own administration costs, E-ACT has opted not to do this. The funds received and paid and any balances held are disclosed in note 33.

## 2. General Academy Grant (GAG)

In line with the funding agreement, E-ACT is not subject to limits on the carry forward of GAG.

## 3. Donations and capital grants

|                      | Unrestricted Funds<br>£'000 | Restricted Funds<br>£'000 | Total 31<br>August 2021<br>£'000 | Total 31<br>August 2020<br>£'000 |
|----------------------|-----------------------------|---------------------------|----------------------------------|----------------------------------|
| Capital grants       | -                           | 2,786                     | 2,786                            | 3,525                            |
| Donated Fixed assets | -                           | 7,091                     | 7,091                            | -                                |
| Other donations      | 170                         | -                         | 170                              | 143                              |
|                      | <b>170</b>                  | <b>9,877</b>              | <b>10,047</b>                    | <b>3,668</b>                     |

## 4. Funding for the Academy Trusts Education Operation

|   | Unrestricted Funds<br>£'000 | Restricted Funds<br>£'000 | Total 31<br>August 2021<br>£'000 | Total 31<br>August 2020<br>£'000 |
|---|-----------------------------|---------------------------|----------------------------------|----------------------------------|
| <b>DfE/ESFA Grants</b>                            |                             |                           |                                  |                                  |
| General Annual Grant (GAG)                        | -                           | 107,552                   | 107,552                          | 102,886                          |
| Start Up Grants                                   | -                           | -                         | -                                | 69                               |
| Other DfE/ESFA grants                             | -                           | -                         | -                                | -                                |
| UFSM  | -                           | 487                       | 487                              | 536                              |
| Pupil Premium                                     | -                           | 8,751                     | 8,751                            | 8,788                            |
| Other DfE/ESFA grants                             | -                           | 810                       | 810                              | 810                              |
|   | -                           | <b>117,600</b>            | <b>117,600</b>                   | <b>113,089</b>                   |
| <b>Other Government grants</b>                    |                             |                           |                                  |                                  |
| Local authority grants                            | -                           | 4,171                     | 4,171                            | 4,255                            |
| Other income from the academy                     | 78                          | -                         | 78                               | 147                              |
| Trust's educational operations                    |                             |                           |                                  |                                  |
| <b>COVID-19 Additional Funding (DfE/ESFA)</b>     |                             |                           |                                  |                                  |
| Catch up premium                                  | -                           | 1,352                     | 1,352                            | -                                |
| Other DfE/ESFA COVID-19 funding                   | -                           | 593                       | 593                              | -                                |
|   | <b>78</b>                   | <b>123,716</b>            | <b>123,794</b>                   | <b>117,471</b>                   |
| <b>COVID-19 Additional Funding (non-DfE/ESFA)</b> |                             |                           |                                  |                                  |
| Other COVID-19 funding                            | -                           | 48                        | 48                               | -                                |
|   | <b>78</b>                   | <b>123,764</b>            | <b>123,842</b>                   | <b>117,471</b>                   |

Funding for the Academy Trust's Education Operation for the year ended 31 August 2020 has been restated to separately disclose UFSM and Pupil Premium grants.

The trust received £1,352k of funding for catch-up premium. Costs in respect of this funding totalled £676k, with the remaining £677k to be spent in 2021/22.

## 5. Other trading activities

|  | Unrestricted Funds<br>£'000 | Restricted Funds<br>£'000 | Total 31<br>August 2021<br>£'000 | Total 31<br>August 2020<br>£'000 |
|--|-----------------------------|---------------------------|----------------------------------|----------------------------------|
| Hire of facilities                       | 234                         | -                         | 234                              | 527                              |
| Income from ancillary trading activities | 641                         | -                         | 641                              | 657                              |
|  | <b>875</b>                  | <b>-</b>                  | <b>875</b>                       | <b>1,184</b>                     |



## 6. Investment income

|                    | Unrestricted<br>Funds<br>£'000 | Restricted<br>Funds<br>£'000 | Total 31<br>August 2021<br>£'000 | Total 31<br>August 2020<br>£'000 |
|--------------------|--------------------------------|------------------------------|----------------------------------|----------------------------------|
| Short term deposit | 10                             | -                            | 10                               | 82                               |
|                    | 10                             | -                            | 10                               | 82                               |

## 7. Expenditure

|                                   | Staff Costs | Non Pay Expenditure |        | Total 31<br>August 2021 | Total 31<br>August<br>2020 |
|-----------------------------------|-------------|---------------------|--------|-------------------------|----------------------------|
|                                   | Premises    | Other Costs         |        |                         |                            |
|                                   | £'000       | £'000               | £'000  | £'000                   | £'000                      |
| Academy's educational operations: |             |                     |        |                         |                            |
| Direct Costs                      | 76,381      | -                   | 7,268  | 83,649                  | 83,284                     |
| Allocated Support costs           | 21,479      | 8,850               | 17,571 | 47,900                  | 47,604                     |
|                                   | 97,860      | 8,850               | 24,839 | 131,549                 | 130,888                    |

Net income/(expenditure) for the period includes:

|  | Total<br>31 August<br>2021<br>£'000 | Total<br>31 August<br>2020<br>£'000 |
|--|-------------------------------------|-------------------------------------|
| Operating lease rentals  | 503                                 | 484                                 |
| Depreciation   | 9,084                               | 8,755                               |
| Loss on disposal of fixed assets   | -                                   | 1,622                               |
| Amortisation of intangible fixed assets<br>(Included within Charitable Activities –<br>Academy Trust educational operations) | 8                                   | 24                                  |
| Fees payable to auditors for:  |                                     |                                     |
| - Audit  | 54                                  | 76                                  |
| - Other services   | -                                   | 7                                   |

In the year ended 31 August 2021 there were no compensation payments, gifts, unrecoverable debts or fixed asset, stock or cash losses. The legal authority sought to make ex-gratia payments was in compliance with the Academies Financial Handbook 2020 being delegated authority or approval from the Education and Skills Funding Agency. There were no ex-gratia payments during the year ended 31 August 2021.

## 8. Analysis of grants

During the year ended 31 August 2021 the academy trust did not receive any grants requiring separate disclosure other than those set out in note 4.

## 9. Charitable activities

|  | Total<br>31 August<br>2021<br>£'000 | Total<br>31 August<br>2020<br>£'000 |
|--|-------------------------------------|-------------------------------------|
| Direct costs – educational operations  | 83,649                              | 83,284                              |
| Support costs – educational operations | 47,900                              | 47,604                              |
|  | 131,549                             | 130,888                             |

### Analysis of Support Costs

|                               | Total<br>2021<br>£000 | Total<br>2020<br>£000 |
|-------------------------------|-----------------------|-----------------------|
| Support staff costs           | 20,821                | 15,289                |
| Depreciation and amortisation | 9,092                 | 8,779                 |
| Technology costs              | 1,983                 | 1,938                 |
| Premises costs                | 8,850                 | 7,550                 |
| Legal fees                    | 175                   | 194                   |
| Other support costs           | 6,908                 | 13,687                |
| Governance costs              | 71                    | 89                    |
| Total support costs           | 47,900                | 47,604                |

## 10. Staff

### a. Staff costs during the period were

|                                     | Total 31<br>August 2021<br>£'000 | Total 31<br>August 2020<br>£'000 |
|-------------------------------------|----------------------------------|----------------------------------|
| Wages and salaries                  | 69,538                           | 67,084                           |
| Social security costs               | 6,896                            | 6,604                            |
| Pension costs                       | 17,943                           | 13,296                           |
| Apprenticeship Levy                 | 335                              | 321                              |
|                                     | 94,712                           | 87,305                           |
| Agency staff costs                  | 2,069                            | 3,104                            |
| Staff restructuring costs           | 102                              | 82                               |
|                                     | 2,171                            | 3,186                            |
| Total staff costs                   | 96,883                           | 90,491                           |
| Staff restructuring costs comprise: |                                  |                                  |
| Redundancy Payments                 | 11                               | 4                                |
| Severance Payments                  | 80                               | 76                               |
| Other restructuring costs           | 11                               | -                                |
|                                     | 102                              | 82                               |

Staff restructuring costs for the year ended 31 August 2020 have been restated to exclude contractual payments in lieu of notice totalling £294k. Contractual payments in lieu of notice have been included within wages and salaries.

Staff pension costs for the year ended 31 August 2021 include the operating costs of defined benefit pension schemes totalling £4,052k. In the year ended 31 August 2020 the operating costs of defined benefit pension schemes were included within other support costs (£5,100k).

### b. Non-Statutory/non-contractual staff severance payments

Included in staff restructuring costs are 12 non-statutory/non-contractual severance payments totalling £80,529 (2020 £31,207). Individually the payments made were £1,896, £2,000, £3,241, £3,950, £4,079, £5,000, £5,348, £7,421, £8,972, £10,500, £13,065, £15,057.



c. Staff numbers

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

|                            | 2021         | 2020         |
|----------------------------|--------------|--------------|
| Teachers                   | 1,033        | 1,013        |
| Administration and Support | 1,301        | 1,389        |
| Management                 | 115          | 133          |
|                            | <u>2,449</u> | <u>2,535</u> |

Included within the average number of persons employed by the Trust are non-permanent employees who have been paid at some point during the financial year.

d. Higher paid staff

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

|                   | 2021<br>(No.) | 2020<br>(No.) |
|-------------------|---------------|---------------|
| £60,001-£70,000   | 55            | 51            |
| £70,001-£80,000   | 24            | 21            |
| £80,001-£90,000   | 13            | 15            |
| £90,001-£100,000  | 8             | 5             |
| £100,001-£110,000 | 1             | 3             |
| £110,001-£120,000 | 6             | 3             |
| £120,001-£130,000 | 1             | 2             |
| £130,001-£140,000 | 1             | 0             |
| £140,001-£150,000 | 0             | 2             |
| £150,001-£160,000 | 1             | 0             |
| £160,001-£170,000 | 1             | 0             |
| £170,001-£180,000 | 0             | 0             |
| £180,001-£190,000 | 0             | 1             |
| £190,001-£200,000 | 1             | 1             |

e. Key Management Personnel

The key management personnel of the academy trust comprise the trustees (who work on a voluntary basis), the senior management team and regional senior personnel. These individuals comprise the Central Executive Leadership Team, Regional Education Directors, Regional Operations Directors and Academy Head Teachers.

The number of individuals recognised as key management personnel during the year was 53 (2020: 59, as restated) and the total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by these individuals for their services to the academy trust was £6,418,187 (2020: £6,357,450, as restated to include employer national insurance contributions).

f. Central Services

The Trust has provided the following central services to its Academies during the year: Chief Executives Office, Business Planning and Strategy, Central HR and Training, Legal, Internal and External Communications, IT, Central Finance and Procurement, Governance, Educational Improvement and Estates Support.

As from 2017 the academy trust, in line with the funding agreement with the Department of Education, pools the General Annual Grant (GAG) and therefore does not recharge out central services.

One trustee has been paid remuneration or has received other benefits from employment with the academy trust. Trustees only receive remuneration in respect of services they provide undertaking the roles of principal and staff members under their contracts of employment. Apart from the CEO, the trust does not have any staff trustees.

The value of trustee's remuneration and other benefits was as follows:

Remuneration from 1 September 2020 to 31 August 2021

Jane Millward (Chief Executive Officer):

|                                   |           |
|-----------------------------------|-----------|
| Remuneration                      | £ 198,473 |
| Employer's Pension contributions: | £ 46,998  |

During the period ended 31 August 2021, travel and subsistence expenses totalling £893 (2020: £3,929) were reimbursed or paid directly to 4 trustees (2020: 6 Trustees).

12. Trustees' and Officers' Insurance

The academy trust has opted into the Department for Education's risk protection arrangement (RPA), an alternative to insurance where UK government funds cover losses that arise. This scheme protects trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy 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 membership.

13. Intangible Fixed Assets

|                     | Computer<br>Software<br>£'000 | Total<br>£'000 |
|---------------------|-------------------------------|----------------|
| Cost                |                               |                |
| At 1 September 2020 | 712                           | 712            |
| At 31 August 2021   | <u>712</u>                    | <u>712</u>     |
| Amortisation        |                               |                |
| At 1 September 2020 | 703                           | 703            |
| Charged in the year | 7                             | 7              |
| At 31 August 2021   | <u>710</u>                    | <u>710</u>     |
| Carrying amount     |                               |                |
| At 31 August 2020   | 9                             | 9              |
| At 31 August 2021   | <u>2</u>                      | <u>2</u>       |



#### 14. Tangible Fixed Assets

|                        | Freehold<br>Land and<br>Buildings | Leasehold<br>Land and<br>Buildings | Furniture and<br>Equipment | Computer<br>Equipment | Motor<br>Vehicles | Assets under<br>construction | Total<br>31<br>August<br>2020<br>£'000 |
|------------------------|-----------------------------------|------------------------------------|----------------------------|-----------------------|-------------------|------------------------------|--|
| <b>Cost</b>            | <b>£'000</b>                      | <b>£'000</b>                       | <b>£'000</b>               | <b>£'000</b>          | <b>£'000</b>      | <b>£'000</b>                 | <b>£'000</b>                           |
| At 1 September 2020    | 8,668                             | 221,550                            | 18,119                     | 14,054                | 157               | 668                          | 261,216                                |
| Acquisitions           | -                                 | -                                  | -                          | -                     | -                 | -                            | -                                      |
| Additions              | 477                               | 424                                | 1,945                      | 2,692                 | 21                | 738                          | 6,167                                  |
| Transfers              | -                                 | -                                  | 668                        | -                     | -                 | (668)                        | -                                      |
| Donated new build      | -                                 | 5,390                              | -                          | -                     | -                 | -                            | 5,390                                  |
| Disposals              | -                                 | -                                  | (18)                       | (8)                   | -                 | -                            | (26)                                   |
| At 31 August 2021      | 9,145                             | 227,364                            | 19,814                     | 16,708                | 178               | 738                          | 272,747                                |
| <b>Depreciation</b>    |                                   |                                    |                            |                       |                   |                              |  |
| At 1 September 2020    | 3,232                             | 43,351                             | 10,954                     | 12,611                | 125               | -                            | 70,273                                 |
| Charged in the year    | 173                               | 6,326                              | 1,573                      | 1,001                 | 11                | -                            | 8,084                                  |
| Disposals              | -                                 | -                                  | (18)                       | -                     | -                 | -                            | (18)                                   |
| At 31 August 2021      | 3,405                             | 49,677                             | 12,509                     | 13,612                | 136               | -                            | 76,339                                 |
| <b>Net book values</b> |                                   |                                    |                            |                       |                   |                              |  |
| At 1 September 2020    | 5,436                             | 178,199                            | 5,165                      | 1,443                 | 32                | 668                          | 190,943                                |
| At 31 August 2021      | 5,740                             | 177,687                            | 6,105                      | 3,096                 | 42                | 738                          | 193,408                                |

#### 15. Stock

|          | Total 31<br>August<br>2021<br>£'000 | Total 31<br>August<br>2020<br>£'000 |
|----------|-------------------------------------|-------------------------------------|
| Clothing | 21                                  | 17                                  |
| Other    | 15                                  | 24                                  |
|          | <u>36</u>                           | <u>41</u>                           |

#### 16. Debtors

|                                | Total 31<br>August<br>2021<br>£'000 | Total 31<br>August<br>2020<br>£'000 |
|--------------------------------|-------------------------------------|-------------------------------------|
| Trade Debtors                  | 53                                  | 31                                  |
| Prepayments and accrued income | 4,048                               | 3,845                               |
| VAT recoverable                | 680                                 | 581                                 |
| Other debtors                  | 99                                  | 317                                 |
|                                | <u>4,880</u>                        | <u>4,774</u>                        |

Debtors are accounted for at the point when they become due and are calculated for on an accruals basis.

#### 17. Creditors: amounts falling due within one year

|                                      | Total 31<br>August<br>2021<br>£'000 | Total 31<br>August<br>2020<br>£'000 |
|--------------------------------------|-------------------------------------|-------------------------------------|
| Trade creditors                      | 2,313                               | 1,819                               |
| Other taxation and social security   | 1,743                               | 1,679                               |
| Loans                                | 51                                  | 12                                  |
| Other creditors                      | 2,079                               | 2,724                               |
| Accruals and deferred income         | <u>5,144</u>                        | <u>8,541</u>                        |
|                                      | <u>15,330</u>                       | <u>14,875</u>                       |
|                                      |                                     |                                     |
|                                      | Total 31<br>August<br>2020<br>£'000 |                                     |
| Deferred income at 1 September 2020  | 4,801                               |                                     |
| Resources deferred in year           | 6,205                               |                                     |
| Amounts released from previous years | <u>(4,801)</u>                      |                                     |
| Deferred income at 31 August 2021    | <u>6,205</u>                        |                                     |

At the balance sheet date, the academy trust was holding funds received in advance for 2021/22 academic year for devolved formula capital grant (£226k) and SCA funding (£4,876k).

#### 18. Creditors: amounts falling due in greater than one year

|       | 2021<br>£'000 | 2020<br>£'000 |
|-------|---------------|---------------|
| Loans | <u>200</u>    | <u>127</u>    |
|       | <u>200</u>    | <u>127</u>    |

The Trust has two SALIX funding agreements for loans totalling £277,168. These loans are interest free and repayable over 6 years in 12 equal instalments, with all repayments due to be made by 1st October 2026. The total amount outstanding on the SALIX loans as at 31 August 2021 was £251,660.





## 19. Funds

|   | Balance at<br>1 September<br>2020 | Transfer in<br>during the<br>year | Income         | Expenditure      | Gains, Losses<br>and Transfers | Balance at<br>31 August<br>2021 |
|---|-----------------------------------|-----------------------------------|----------------|------------------|--------------------------------|---------------------------------|
|   | £'000                             | £'000                             | £'000          | £'000            | £'000                          | £'000                           |
| <b>Restricted General Funds</b>               |                                   |                                   |                |                  |                                |                                 |
| General annual grant (GAG)                    | 3,030                             | -                                 | 107,552        | (100,294)        | -                              | 9,888                           |
| UIFSM   | -                                 | -                                 | 487            | (487)            | -                              | -                               |
| Pupil premium                                 | 877                               | -                                 | 8,751          | (8,383)          | -                              | 265                             |
| Catch-up premium                              | -                                 | -                                 | 1,352          | (676)            | -                              | 676                             |
| Other DfE/ESFA COVID-19 funding               | -                                 | -                                 | 593            | (593)            | -                              | -                               |
| Other COVID-19 funding                        | -                                 | -                                 | 48             | (48)             | -                              | -                               |
| Other grants                                  | -                                 | -                                 | 4,981          | (4,981)          | -                              | -                               |
| Pension Reserve                               | (63,974)                          | -                                 | -              | (5,104)          | (23,390)                       | (92,468)                        |
|   | (60,067)                          | -                                 | 123,764        | (122,146)        | (23,390)                       | (81,839)                        |
| <b>Restricted fixed asset funds</b>           |                                   |                                   |                |                  |                                |                                 |
| DfE/ESFA capital grants and capital donations | 191,033                           | -                                 | 9,877          | (9,092)          | 1,747                          | 193,565                         |
| Capital expenditure from GAG                  | 191,033                           | -                                 | 9,877          | (9,092)          | 1,747                          | 193,565                         |
| <b>Total restricted funds</b>                 | <b>130,966</b>                    | <b>-</b>                          | <b>133,641</b> | <b>(131,238)</b> | <b>(21,643)</b>                | <b>111,728</b>                  |
| <b>Total Unrestricted funds</b>               | <b>3,852</b>                      | <b>-</b>                          | <b>1,133</b>   | <b>(311)</b>     | <b>(1,747)</b>                 | <b>3,027</b>                    |
| <b>Total funds</b>                            | <b>134,818</b>                    | <b>-</b>                          | <b>134,774</b> | <b>(131,549)</b> | <b>(23,390)</b>                | <b>114,753</b>                  |

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

|  | Balance at<br>1 September<br>2019 | Transfer in<br>during the<br>year | Income         | Expenditure      | Gains, Losses<br>and Transfers | Balance at<br>31 August<br>2020 |
|--|-----------------------------------|-----------------------------------|----------------|------------------|--------------------------------|---------------------------------|
|  | £'000                             | £'000                             | £'000          | £'000            | £'000                          | £'000                           |
| <b>Restricted General Funds</b>                            |                                   |                                   |                |                  |                                |                                 |
| General annual grant (GAG)                                 | 657                               | -                                 | 102,887        | (100,512)        | -                              | 3,030                           |
| Start-up grant   | -                                 | -                                 | 89             | (89)             | -                              | -                               |
| UIFSM  | -                                 | -                                 | 538            | (538)            | -                              | -                               |
| Pupil Premium  | -                                 | -                                 | 8,758          | (7,891)          | -                              | 877                             |
| Other grants   | -                                 | -                                 | 5,065          | (5,065)          | -                              | -                               |
| Pension Reserve  | (47,887)                          | -                                 | -              | (5,981)          | (10,009)                       | (63,974)                        |
|  | (47,330)                          | -                                 | 117,324        | (120,054)        | (10,009)                       | (60,067)                        |
| <b>Restricted fixed asset funds</b>                        |                                   |                                   |                |                  |                                |                                 |
| DfE/ESFA capital grants as previously reported             | 177,171                           | -                                 | 3,525          | (10,400)         | 1,363                          | 171,659                         |
| Prior period adjustment                                    | 19,374                            | -                                 | -              | -                | -                              | 19,374                          |
| DfE/ESFA capital grants as restated 1 September 2019       | 196,545                           | -                                 | 3,525          | (10,400)         | 1,363                          | 191,033                         |
| Capital expenditure from GAG                               | 196,545                           | -                                 | 3,525          | (10,400)         | 1,363                          | 191,033                         |
| <b>Total restricted funds as previously reported</b>       | <b>129,841</b>                    | <b>-</b>                          | <b>120,849</b> | <b>(130,454)</b> | <b>(8,643)</b>                 | <b>111,992</b>                  |
| Prior period adjustment                                    | 19,374                            | -                                 | -              | -                | -                              | 19,374                          |
| <b>Total restricted funds as restated 1 September 2019</b> | <b>149,215</b>                    | <b>-</b>                          | <b>120,849</b> | <b>(130,454)</b> | <b>(8,643)</b>                 | <b>130,966</b>                  |
| <b>Total Unrestricted funds</b>                            | <b>4,192</b>                      | <b>-</b>                          | <b>1,558</b>   | <b>(433)</b>     | <b>(1,363)</b>                 | <b>3,852</b>                    |
| <b>Total funds</b>   | <b>153,407</b>                    | <b>-</b>                          | <b>122,405</b> | <b>(130,887)</b> | <b>(10,008)</b>                | <b>134,818</b>                  |

## Total funds analysis by academy

Funds balances at 31 August 2021 were allocated as follows:

|  | 2021           | 2020           |
|--|----------------|----------------|
|  | £'000          | £'000          |
| E-ACT Trust  | 13,656         | 7,859          |
| <b>Total before fixed asset fund and pension reserve</b> | <b>13,656</b>  | <b>7,859</b>   |
| Restricted fixed asset fund                              | 193,565        | 191,033        |
| Pension reserve  | (92,468)       | (63,974)       |
|  | 101,097        | 127,059        |
| <b>Total</b>   | <b>114,753</b> | <b>134,918</b> |

Operating Funds for the Trust are in surplus of £13,656k. These are presented as a consolidated Trust balance due to E-ACT adopting the new funding agreement in 2016 and being able to 'pool' GAG income. The Trust continues to work on extended financial plans to ensure financial stability for Academies and students.

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

All funds will be applied to education and the support of education for E-ACT students in line with E-ACT's charitable objectives. Due to E-ACT using the latest DfE funding agreement, funds are retained centrally.

£155k is being held within Restricted Fixed Asset Funds for artificial football pitch maintenance obligations. As such, the Restricted Fixed Asset Fund as at 31 August 2021 differs to the net asset value of Tangible Fixed Assets by this amount.



#### Total cost analysis by academy

|                                       | Teaching and Educational Support Staff Costs<br>£'000 | Other Support Staff Costs<br>£'000 | Educational supplies<br>£'000 | Other Cost (excluding depreciation)<br>£'000 | Total 2021<br>£'000 | Total 2020<br>£'000 |
|---------------------------------------|---|------------------------------------|-------------------------------|--|---------------------|---------------------|
| Blackley Academy                      | 1,713   | 255                                | 303                           | 157  | 2,428               | 2,165               |
| Oldham Academy                        | 4,577   | 504                                | 648                           | 444  | 6,173               | 6,164               |
| Parkwood Academy                      | 3,579   | 162                                | 458                           | 293  | 4,492               | 4,324               |
| Pathways Academy                      | 1,602   | 160                                | 224                           | 137  | 2,123               | 2,200               |
| Royton & Crompton                     | 4,987   | 740                                | 514                           | 444  | 6,685               | 6,284               |
| Regional                              | 206   | 1,513                              | 182                           | 164  | 2,065               | 2,275               |
| <b>North Region Total</b>             | <b>16,644</b>   | <b>3,334</b>                       | <b>2,329</b>                  | <b>1,639</b>                                 | <b>23,946</b>       | <b>23,413</b>       |
| Bourne End Academy                    | 3,620   | 378                                | 563                           | 388  | 4,949               | 5,783               |
| Braincroft Academy                    | 2,876   | 268                                | 298                           | 315  | 3,557               | 3,482               |
| Chalfont Valley Academy               | 707   | 65                                 | 108                           | 135  | 1,015               | 1,104               |
| City Heights Academy                  | 3,556   | 302                                | 699                           | 609  | 5,166               | 5,623               |
| The Crest Academy                     | 4,639   | 513                                | 617                           | 774  | 6,543               | 6,568               |
| Denham Green Academy                  | 787   | 112                                | 111                           | 145  | 1,135               | 1,099               |
| DSL V Academy                         | 4,105   | 190                                | 570                           | 402  | 5,267               | 4,836               |
| Parker Academy                        | 4,219   | 96                                 | 643                           | 409  | 5,367               | 5,431               |
| Regional                              | 123   | 2,266                              | 68                            | 495  | 2,950               | 2,103               |
| <b>South &amp; Bucks Region Total</b> | <b>24,412</b>   | <b>4,180</b>                       | <b>3,675</b>                  | <b>3,672</b>                                 | <b>35,949</b>       | <b>36,030</b>       |
| Badocks Wood Academy                  | 1,122   | 124                                | 149                           | 259  | 1,654               | 1,482               |
| Greenfield Academy                    | 1,500   | 139                                | 227                           | 189  | 2,055               | 1,920               |
| Harecliffe Academy                    | 1,445   | 166                                | 211                           | 235  | 2,057               | 2,052               |
| Perry Court Academy                   | 1,420   | 115                                | 192                           | 184  | 1,911               | 1,780               |
| Ilminster Avenue Academy              | 1,303   | 149                                | 220                           | 164  | 1,836               | 1,574               |
| St Ursula Academy                     | 1,904   | 168                                | 266                           | 211  | 2,549               | 2,308               |
| Regional                              | 539   | 987                                | 21                            | 81   | 1,628               | 2,109               |
| <b>South West Region Total</b>        | <b>9,233</b>  | <b>1,848</b>                       | <b>1,286</b>                  | <b>1,323</b>                                 | <b>13,690</b>       | <b>13,326</b>       |
| Heartlands Academy                    | 3,694   | 270                                | 405                           | 542  | 4,911               | 4,419               |
| Mansfield Green Academy               | 1,622   | 123                                | 254                           | 192  | 2,191               | 2,112               |
| Merritts Brook Academy                | 854   | 34                                 | 129                           | 102  | 1,119               | 1,066               |
| Nechells Academy                      | 907   | 68                                 | 120                           | 102  | 1,197               | 1,166               |
| North Birmingham Academy              | 4,505   | 427                                | 837                           | 554  | 6,323               | 5,809               |
| Reedwood Academy                      | 1,945   | 121                                | 339                           | 148  | 2,453               | 2,224               |
| Shanley Academy                       | 4,228   | 263                                | 603                           | 426  | 5,520               | 5,349               |
| West Walsall Academy                  | 4,059   | 189                                | 616                           | 432  | 5,296               | 4,882               |
| Willerhall Academy                    | 3,661   | 169                                | 459                           | 431  | 4,720               | 4,654               |
| Regional                              | 246   | 3,429                              | 273                           | 1,291  | 5,239               | 5,986               |
| <b>Midlands Region Total</b>          | <b>25,621</b>   | <b>5,093</b>                       | <b>4,035</b>                  | <b>4,220</b>                                 | <b>38,969</b>       | <b>37,668</b>       |
| Head Office                           | 10  | 3,410                              | 393                           | 986  | 4,799               | 4,070               |
| <b>Total</b>                          | <b>75,920</b>   | <b>17,875</b>                      | <b>11,718</b>                 | <b>11,840</b>                                | <b>117,353</b>      | <b>114,507</b>      |

#### 20. Analysis of net assets between funds

Fund balances at 31 August 2021 are represented by:

|                                     | Unrestricted Funds<br>£'000 | Restricted General Funds<br>£'000 | Restricted Fixed Asset Funds<br>£'000 | Total Funds<br>£'000 |
|-------------------------------------|-----------------------------|-----------------------------------|---------------------------------------|----------------------|
| Intangible fixed assets             | -                           | -                                 | 2                                     | 2                    |
| Tangible fixed assets               | -                           | -                                 | 193,408                               | 193,408              |
| Current assets                      | 3,027                       | 21,057                            | 5,257                                 | 29,341               |
| Current liabilities                 | -                           | (10,228)                          | (5,102)                               | (15,330)             |
| Creditors due in more than one year | -                           | (200)                             | -                                     | (200)                |
| Pension scheme liability            | -                           | (92,468)                          | -                                     | (92,468)             |
| <b>Total net assets</b>             | <b>3,027</b>                | <b>(81,839)</b>                   | <b>193,565</b>                        | <b>114,753</b>       |

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

|                                     | Unrestricted Funds<br>£'000 | Restricted General Funds<br>£'000 | Restricted Fixed Asset Funds<br>£'000 | Total Funds<br>£'000 |
|-------------------------------------|-----------------------------|-----------------------------------|---------------------------------------|----------------------|
| Intangible fixed assets             | -                           | -                                 | 9                                     | 9                    |
| Tangible fixed assets               | -                           | -                                 | 190,943                               | 190,943              |
| Current assets                      | 3,952                       | 15,594                            | 3,395                                 | 22,942               |
| Current liabilities                 | -                           | (11,561)                          | (3,314)                               | (14,875)             |
| Creditors due in more than one year | -                           | (127)                             | -                                     | (127)                |
| Pension scheme liability            | -                           | (63,974)                          | -                                     | (63,974)             |
| <b>Total net assets</b>             | <b>3,952</b>                | <b>(60,067)</b>                   | <b>191,033</b>                        | <b>134,918</b>       |

#### 21. Capital Commitments

|   | Total 31 August 2021<br>£'000 | Total 31 August 2020<br>£'000 |
|---|-------------------------------|-------------------------------|
| Contracted for, but not provided for in the financial statements. | 1,307                         | 612                           |

#### 22. Commitments under operating leases

As at 31 August 2021, the total of the Academy Trust's future minimum lease payments under non-cancellable operating leases was:

|  | Total 31 August 2021<br>£'000 | Total 31 August 2020<br>£'000 |
|--|-------------------------------|-------------------------------|
| Amounts due within one year            | 291                           | 459                           |
| Amounts due between one and five years | 318                           | 384                           |
| Amounts due after five years           | 6                             | 6                             |
|  | <b>615</b>                    | <b>849</b>                    |



### 23. Reconciliation of net income/(expenditure) to net cash inflow from operating activities

|  | Total 31 August 2021<br>£'000 | Total 31 August 2020<br>£'000 |
|--|-------------------------------|-------------------------------|
| Net Income/(expenditure) for the reporting period (as per the statement of financial activities) | 3,225                         | (8,483)                       |
| Adjusted for:  |                               |                               |
| Less fixed assets transferred / donated in Amortisation (note 13)                                | (7,091)                       | -                             |
| Depreciation (note 14)   | 9,094                         | 8,755                         |
| Capital grants from DfE and other capital  | (2,786)                       | (3,525)                       |
| Interest receivable (note 6)   | (10)                          | (82)                          |
| Loss on disposals  | -                             | 1,622                         |
| Defined benefit pension scheme costs less contributions payable (note 31)                        | 4,052                         | 5,100                         |
| Defined benefit pension scheme net finance cost (note 31)  | 1,052                         | 881                           |
| Decrease/(increase) in stocks  | 5                             | (9)                           |
| (Increase)/decrease in debtors   | (106)                         | 640                           |
| (Increase)/decrease in creditors   | 416                           | (171)                         |
| Net cash provided by operating activities  | 7,848                         | 4,752                         |

### 24. Cash flows from financing activities

|   | Balance 31 August 2021<br>£'000 | Balance 31 August 2020<br>£'000 |
|---|---------------------------------|---------------------------------|
| Repayment of borrowing                    | (27)                            | -                               |
| Cash inflows from new borrowing           | 139                             | 139                             |
| Net cash provided by financing activities | 112                             | 139                             |

### 25. Cash flows from investing activities

|  | Balance 31 August 2021<br>£'000 | Balance 31 August 2020<br>£'000 |
|--|---------------------------------|---------------------------------|
| Dividends, interest and rents from investments | 10                              | 82                              |
| Proceeds from sale of tangible fixed assets    | 8                               | 106                             |
| Purchase of intangible fixed assets            | -                               | -                               |
| Purchase of tangible fixed assets              | (4,466)                         | (4,914)                         |
| Capital grants from DfE/ESFA                   | 2,786                           | 3,525                           |
| Net cash used in investing activities          | (1,662)                         | (1,201)                         |

### 26. Analysis of cash and cash equivalents

|                                  | At 1 September 2020<br>£'000 | Cash flows<br>£'000 | At 31 August 2021<br>£'000 |
|----------------------------------|------------------------------|---------------------|----------------------------|
| Cash in hand and at bank         | 18,127                       | 6,298               | 24,425                     |
| Surplus on local authority funds | -                            | -                   | -                          |
|                                  | 18,127                       | 6,298               | 24,425                     |

### 27. Guarantees, letters of comfort and indemnities

There were no guarantees, letters of comfort or indemnities as at 31 August 2021.

### 28. Analysis of changes in net debt

|  | At 1 September 2020<br>£'000 | Cash flows<br>£'000 | Acquisition/disposal of subsidiaries<br>£'000 | New finance leases<br>£'000 | Other non-cash changes<br>£'000 | At 31 August 2021<br>£'000 |
|--|------------------------------|---------------------|---|-----------------------------|---------------------------------|----------------------------|
| Cash                                       | 18,127                       | 6,298               | -   | -                           | -                               | 24,425                     |
| Cash equivalents                           | -                            | -                   | -   | -                           | -                               | -                          |
| Overdraft facility                         | -                            | -                   | -   | -                           | -                               | -                          |
| repayable on demand                        | 18,127                       | 6,298               | -   | -                           | -                               | 24,425                     |
| Loans falling due within one year          | (12)                         | (40)                | -   | -                           | -                               | (52)                       |
| Loans falling due after more than one year | (127)                        | (73)                | -   | -                           | -                               | (200)                      |
| Finance lease obligations                  | -                            | -                   | -   | -                           | -                               | -                          |
|  | 17,988                       | 6,185               | -   | -                           | -                               | 24,173                     |

### 29. Contingent liabilities

There are no contingent liabilities held on the balance sheet date.

### 30. 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.



31. Pension and similar obligations

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

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

Scheme managers

- Avon Pension Fund**
- Badocks Wood Academy
  - Greenfield Primary Academy
  - Hareclive Academy
  - Ilminster Avenue Academy
  - Perry Court Academy
  - St Ursula's Academy

- Buckinghamshire County Council Pension Fund**
- Bourne End Academy
  - Chalfont Valley Academy
  - Denham Green Academy

- Greater Manchester Pension Fund**
- Blackley Academy
  - Oldham Academy
  - Royton & Crompton Academy

- Lambeth Pension Scheme**
- City Heights Academy

- London Borough of Brent Pension Fund**
- Braintcroft Academy
  - Crest Academy

- Northamptonshire Pension Fund**
- Danestre and Southbrook Learning Village Academy
  - Parker Academy

- South Yorkshire Pension Fund**
- Parkwood Academy
  - Pathways Academy

- West Midlands Pension Fund**
- Heartlands Academy
  - Mansfield Green Academy
  - Merritts Brook Primary Academy
  - Netherfields Primary Academy
  - North Birmingham Academy
  - Reedswood Primary Academy
  - Shenley Academy
  - West Walsall Academy
  - Willenhall Academy

Contributions amounting to £568,026 (2020: £547,051) were payable to the schemes at 31 August and are included within creditors.

Teachers' Pension Scheme

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

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

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2018. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

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

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

The employer's pension costs paid to TPS in the period amounted to £9,394,196 (2020 £9,128,614).

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

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

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contributions made for the year ended 31 August 2021 were £6,792,992 (2020: £5,836,937), of which employer's contributions totalled £5,384,243 (2020: £4,536,957) and employees' contributions totalled £1,408,749 (2020: £1,299,979). The agreed contribution rates for future years range from 14.8% to 35% per cent for employers and range from 5.5% to 12.5% per cent for employees.

Included within the above amount for employer's contributions for the year ended 31 August 2020 is an amount of £955,920 (2020: £458,208) in respect of deficit contributions made by the Trust in addition to normal funding levels. Additional deficit contributions are currently in place for the period from 1 April 2020 to 31 March 2023 and are payable to the following pension schemes:

- Avon Pension Fund
- South Yorkshire Pension Fund
- West Midlands Pension Fund

The remaining pension scheme providers for the Trust have elected to collect additional contributions towards scheme deficits through the monthly contribution rates reported above.

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

Principal Actuarial Assumptions

|   | 31 August<br>2021 Range | 31 August<br>2021 Range<br>(Top)<br>(Bottom) | 31 August<br>2020 Range<br>(Top)<br>(Bottom) | 31 August<br>2020 Range<br>(Top)<br>(Bottom) |
|---|-------------------------|--|--|--|
| Rate of increase salary                           | 4.3%                    | 3.2%   | 3.0%   | 2.8%   |
| Rate of increase for pension in payment/inflation | 2.9%                    | 2.9%   | 2.3%   | 1.9%   |
| Discount rate for scheme liabilities              | 1.7%                    | 1.7%   | 1.8%   | 1.6%   |
| Inflation assumption (CPI)                        | 2.9%                    | 2.8%   | 2.3%   | 1.9%   |
| Commutation of pensions to lump sums              | 50.0%                   | 50.0%  | 50.0%  | 50.0%  |

The current mortality assumptions include sufficient allowance for future improvements in mortality rates.



The assumed life expectations on retirement age 65 are:

|                             | 31 August<br>2021 Range<br>(Top) | 31 August<br>2021 Range<br>(Bottom) | 31 August<br>2020 Range<br>(Top) | 31 August<br>2020 Range<br>(Bottom) |
|-----------------------------|----------------------------------|-------------------------------------|----------------------------------|-------------------------------------|
| <b>Retiring Today</b>       |                                  |                                     |                                  |                                     |
| Males                       | 23.3                             | 20.5                                | 23.2                             | 20.5                                |
| Females                     | 25.4                             | 23.3                                | 25.3                             | 23.1                                |
| <b>Retiring in 20 years</b> |                                  |                                     |                                  |                                     |
| Males                       | 24.8                             | 21.9                                | 24.7                             | 22.0                                |
| Females                     | 27.4                             | 25.3                                | 27.3                             | 25.0                                |

#### Sensitivity analysis

|  | 2021<br>£'000 | 2020<br>£'000 |
|--|---------------|---------------|
| Discount rate +0.1%                    | (4,499)       | (3,231)       |
| Discount rate -0.1%                    | 4,594         | 3,285         |
| Mortality assumption – 1 year increase | 7,215         | 4,937         |
| Mortality assumption – 1 year decrease | (6,815)       | (4,824)       |
| CPI rate +1%                           | 4,145         | 3,091         |
| CPI rate -1%                           | (4,284)       | (3,040)       |

The academy trusts share of the assets in the scheme was:

|                                     | 2021<br>£'000 | 2020<br>£'000 |
|-------------------------------------|---------------|---------------|
| Equities                            | 53,955        | 41,054        |
| Bonds                               | 14,806        | 10,775        |
| Property                            | 6,377         | 5,872         |
| Cash                                | 3,039         | 3,877         |
| Other                               | 9,893         | 7,863         |
| <b>Total Market Value of Assets</b> | <b>87,870</b> | <b>69,441</b> |

The actual return on scheme assets was £13,057,000 (2020: £3,265,000)

#### Amounts recognised in the statement of financial activities

|   | 2021<br>£'000   | 2020<br>£'000   |
|---|-----------------|-----------------|
| Current Service cost  | (9,310)         | (8,646)         |
| Past service cost   | (3)             | (707)           |
| Interest income   | 1,207           | 1,189           |
| Interest cost   | (2,259)         | (2,070)         |
| Benefit changes, gain/(loss) on curtailment and gain / (loss) on settlement | -               | (54)            |
| Admin expenses  | (90)            | (88)            |
| Net income/expenditure amount recognised in the SOFA                        | (10,455)        | (10,376)        |
| Net actuarial loss  | (23,390)        | (10,006)        |
| <b>Total amount recognised in the SOFA</b>                                  | <b>(33,845)</b> | <b>(20,382)</b> |

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

|   | 2021<br>£'000  | 2020<br>£'000  |
|---|----------------|----------------|
| <b>At 1 September</b>                   | <b>133,415</b> | <b>109,934</b> |
| Current service cost                    | 9,366          | 8,690          |
| Past service cost                       | 3              | 707            |
| Interest cost                           | 2,259          | 2,070          |
| Employee contributions                  | 1,406          | 1,293          |
| Actuarial loss                          | 35,242         | 11,772         |
| Benefits paid                           | (1,353)        | (1,017)        |
| Losses or gains on curtailments         | -              | 86             |
| Liabilities extinguished on settlements | -              | (120)          |
| <b>At 31 August</b>                     | <b>180,338</b> | <b>133,415</b> |

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

|   | 2021<br>£'000 | 2020<br>£'000 |
|---|---------------|---------------|
| <b>At 1 September</b>   | <b>69,441</b> | <b>61,947</b> |
| Interest income   | 1,207         | 1,189         |
| Administrative Expenses   | (34)          | (44)          |
| Return on plan assets (excluding net interest on the defined pension liability) | 11,852        | 2,077         |
| Actuarial loss  | -             | (311)         |
| Employer contributions  | 5,351         | 4,395         |
| Employee contributions  | 1,406         | 1,293         |
| Benefits paid   | (1,353)       | (1,017)       |
| Plan introduction, benefit changes, curtailments and settlements                | -             | (89)          |
| <b>At 31 August</b>   | <b>87,870</b> | <b>69,441</b> |

#### 32. Related Party Transactions

Owing to the nature of the Academy Trust's and the composition of the Board of Trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the AFH and with the academy trust's financial regulations and normal procurement procedures relating to connected and related party transactions. No related party transactions took place in the financial period.

#### 33. Agency arrangements

The academy trust distributes 16-19 bursary funds to students as an agent for ESFA. In the accounting period ending 31 August 2021 the academy trust received £102,674 and distributed £70,736 from the fund. An amount of £36,791 is included in other creditors relating to undistributed funds that will be utilised in the 2021/22 academic year. Comparatives for the accounting period ending 31 August 2020 are £137,123 received, £107,507 disbursed and £4,853 included in other creditors.

#### 34. Transfer of existing academies into the trust

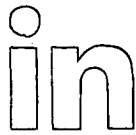
No academies transferred into or out of the trust during the 2020/21 financial year.

#### 35. Events after the end of the reporting period

Following the 2020/21 balance sheet date, the trust had a no material post balance sheet events.  
Page 121



@EducationEACT



LinkedIn



[www.e-act.org.uk](http://www.e-act.org.uk)



020 3176 3882



E-ACT  
Unit 12.2.2 The Leather Market  
11-13 Weston Street  
London SE1 3ER