

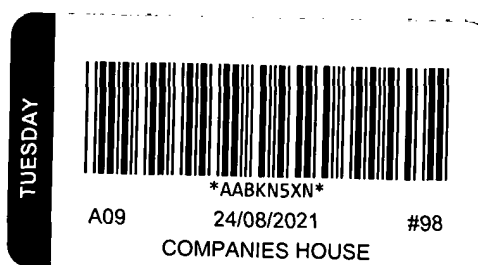
**The Diocese of Canterbury
Academies Company
Limited**

**Directors' Report and Financial
Statements**

31 December 2020

Company Limited by Guarantee
Registration Number
07793458 (England and Wales)

Charity Registration Number
1147127



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Reference and administrative information

Trustees	The Revd Canon S W Cooper (resigned 2 September 2020) Dr P E Gregory Mrs C A Karunaratna The Very Revd J S Richardson Canon Q L Roper
Chief executive officer	Canon Q L Roper
Company secretary	Mrs R C Fletcher
Registered address	Diocesan House Lady Wootton's Green Canterbury Kent CT1 1NQ
Company registration no.	7793458 (England and Wales)
Charity registration no.	1147127
Independent examiner	Amanda Francis Buzzacott LLP 130 Wood Street London EC2V 6DL

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the financial statements of The Diocese of Canterbury Academies Company Limited (the charitable company or DCACL) for the year ended 31 December 2020.

The financial statements comply with the Companies Act 2006, the charitable company's governing document and 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).

Structure, Governance and Management

Constitution

The charitable company is registered as a company limited by guarantee, Company Registration Number 7793458 (England and Wales). The company is constituted under Memorandum and Articles of Association dated 30 September 2011 and is a registered charity, Charity Registration Number 1147127.

The Trustees have had regard to the Charity Commission's guidance on public benefit. The principal object of the charitable company is to advance, for the public benefit, education in the Diocese of Canterbury or elsewhere, in particular but not exclusively, by:

- ♦ promoting the efficiency and effectiveness of educational institutions and the efficient and effective application of resources for such purposes, including promoting and disseminating models of good practice and the delivery of support services generally to such institutions; and
- ♦ advancing the education of people who work or volunteer in, or govern educational institutions in order to assist those persons to deliver a high quality education to the pupils and to communities served by those institutions.

Method of appointment or election of Trustees

The management of the charitable company is the responsibility of the Trustees who are appointed under the terms of the Articles of Association. The Trustees, who served during the year and up to the date of this report, are set out on page 1.

Organisational structure and decision making

The charitable company was set up by the Canterbury Diocesan Board of Education (CDBE). The CDBE is established in accordance with the Diocesan Boards of Education Measure 1991; this legislation also details the rights, powers and obligations of the CDBE. The CDBE is answerable to the Diocesan Synod, which is ultimately responsible for ensuring that the rights, powers, duties and obligations of CDBE are carried out.

Trustees of the charitable company meet three times per year and have access to education officers of the Diocese for advice and support on any specific issue that may arise. Trustees have agreed Terms of Reference, reviewed in September 2020.

Structure, Governance and Management (continued)

Related party relationships

All Trustees are also members of the Diocese of Canterbury Academies Company Limited. The Senior Executive, an ex-officio Trustee, is also the Diocesan Director of Education and secretary of CDBE. The Canterbury Diocesan Board of Finance acts as Custodian Trustee of diocesan education endowments and funds and the financial transactions of CDBE form part of the financial statements of the Canterbury Diocesan Board of Finance.

Principal Activities

The charitable company has been set up to perform both a strategic and operational role in the educational functions of the Diocese of Canterbury, specifically:

- ♦ To safeguard the Church of England designation of church schools converting to academy status;
- ♦ To manage the academy sponsorship functions of the Canterbury Diocesan Board of Education; and
- ♦ To help/support Church of England and other Academy Trusts fulfil their responsibilities in relation to their conduct of the academies, the standard of education provided at the academies operated by them and the delivery of school improvement.

Vision

The charitable company aims to promote distinctive, inclusive communities of learning that seek to be underpinned by Christian values sourced in the Gospel narrative, enriching the whole educational experience. It aspires to excellence; to secure the best possible outcomes for children and young people, enabling them to fulfil their potential and make a worthwhile contribution to our diverse, dynamic society.

Objectives

- ♦ To maintain an overview of effectiveness, improvement and leadership across the diocesan family of church schools and academies; and
- ♦ To evaluate the impact of services to sponsored academies and monitor their performance.

Activities to achieve objectives

- ♦ Maintain a rigorous and effective set of procedures to codify practice amongst school improvement consultants and monitor the impact of commissioned interventions in sponsored academies, as well as assessing value for money against key performance indicators;
- ♦ Evaluate inspection reports and data summaries related to quality and performance, using findings to inform strategic planning, training and advice;

Principal Activities (continued)

Activities to achieve objectives (continued)

- ◆ Support and Quality Assurance programmes for local governing bodies;

- ◆ Leadership and succession planning strategies;

Provide advice in the recruitment of senior leaders to schools and academies, helping to appoint and equip determined, high quality staff who are committed to discerning and developing a distinctive Christian ethos;

Supervision programme for senior leaders and broader opportunities to explore vocation and well-being; and

- ◆ Collaborative peer support networks, pedagogical projects, action research and professional development.

Achievements and Performance

Note – transfer of sponsorship

During 2018 and 2019, Trustee agendas included discussions relating to the company's sponsorship of academies within Multi-Academy Trusts (MATs), having learnt that published national performance data was attributing outcomes to the sponsor but not the MAT, resulting in an ambiguous picture for both organisations. Noting this discrepancy, and that sponsor grants received by Trustees at academy conversion had been targeted effectively in securing improvements, it seemed a reasonable next step to explore whether it was feasible to implement a change of category for some sponsored academies to 'converter' status.

In consultation, the Department for Education (DfE) responded that this change of status would not be acceptable, as it wished to sustain the link between sponsorship and data to demonstrate policy impact. However, the DfE advised that it would be possible to *transfer* sponsorship from DCACL to a MAT to achieve the desired change and improvement in data reporting.

Consequently, in September 2019, Trustees approved criteria and evidence required to proceed with a transfer of sponsorship (High quality, stable leadership, Significant School Improvement Impact, Financial Stability and Effective Governance), delegating consent for transfer of sponsorship of schools meeting these criteria to a sub-committee convened for this single purpose. Trustees noted that transfer of sponsorship does not affect the legal or statutory relationship (other than sponsorship) of DCACL or the CDBE with the schools.

In December 2019, the sub-committee agreed that sponsorship of the following schools should be transferred to Aquila, The Diocese of Canterbury Academies Trust:

Charlton CE Primary School
St. Mary of Charity CE Primary School
Temple Ewell CE Primary School

Kennington CE Junior Academy
St. Nicholas CE Primary School
Reculver CE Primary School

Achievements and Performance (continued)

Note – transfer of sponsorship (continued)

The letter confirming the transfer of sponsorship was dated 11 December 2019, so these schools no longer appear in the subsequent section of the Trustees' report.

Performance of sponsored academies

Archbishop Courtenay CE Primary (Aquila)

Strong teachers have been appointed in key roles, including a new substantive Headteacher who started in September. The former acting Head of School was appointed as the substantive Deputy Headteacher and the former Executive Headteacher continues her support of the school in the role of consultant Headteacher. The new leadership team has developed a new vision, created and shared with all stakeholders and becoming embedded in all aspects of the work of the school. The team has worked well with other Aquila schools to develop their support for pupils with Special Educational Needs and Disabilities (SEND). Having no published data has made it difficult to provide robust external evidence of the improvements brought about by this strong team. The school has continued to build strong relationships with parents and to support the most vulnerable pupils during the lockdown periods.

Brenzett CE Primary (Aquila)

The school was predicting 2020 data to be at least in line with National benchmarks, so the cancellation of externally marked tests at the end of KS2 was a disappointment. The combined data at the end of Term 5 indicated that 77% of pupils were achieving the expected levels. The number on roll continues to increase as the school becomes more popular. There were 21 new Reception pupils who joined in September 2020. The school continues to provide additional opportunities, including the Forest School, to its own pupils and vulnerable pupils from other settings through the Specialist Teaching Service. The wide and varied exposure to arts has continued through the lockdown periods via virtual lessons recorded for pupils and parents to access at an appropriate time. One member of staff was appointed as a Specialist Leader of Education for her phonics expertise and is being deployed through the Kingsnorth English Hub. The remaining amount of sponsorship funding held by DCACL for the school was spent on additional phonics related purchases to improve phonics and reading skills across the school.

Christ Church CE Junior, Ramsgate (Single Academy Trust)

The school maintains its Ofsted judgement of Good and Statutory Inspection of Anglican and Methodist Schools (SIAMS) judgement of Good, with Outstanding for Christian Character. An Ofsted inspection expected in 2020 has been delayed owing to the COVID-19 pandemic. Google Classrooms is being used to support remote learning with 99% engagement. A number of 'bubbles' had to be closed owing to Covid-19 infection, but the wider school has remained open to vulnerable families and key workers throughout. The school roll is considerably under capacity owing to low pupil numbers in the geographical area. Leadership and governance remain stable.

St Laurence-in-Thamet Junior School (Single Academy Trust)

The school retains Good under both the Ofsted and SIAMS inspection frameworks. Pupil admission numbers have stabilised but remain a concern for the next few years owing to an overprediction in local area birth rate. The school has responded well to the challenges presented by the Covid-19 pandemic with 95% of pupils engaging well with remote learning. Staff provide individualised support for vulnerable families and the school has remained completely open for the families most in need.

Achievements and Performance (continued)

Performance of sponsored academies (continued)

St Laurence-in-Thamet Junior School (Single Academy Trust) (continued)

Internal data shows all pupils achieving above or expected progress, parental feedback is positive and leadership and governance remain stable.

School Improvement Consultants and liaison with other stakeholders

School Improvement Consultants undertake a Quality Assurance role; they are approved by the Schools Committee of the Board of Education and offer support and challenge to academies according to an assessment of need. Each consultant has a proven track record in church school leadership or in delivering effective training or school improvement support in settings serving children and young people aged 3 -19.

The Deputy Diocesan Director of Education (DDDE) meets regularly with Senior Improvement Advisers representing Education Districts of Kent County Council to discuss the categorisation of schools on performance and adviser/consultant Notes of Visit, leadership matters and the implications of inspection reports, offering possible responses and actions. The DDDE also monitors the impact of commissioned interventions.

Governance, reviews and recruitment

The DDDE continues co-ordination of the appointment of Members and Directors to Academy Trusts. Trustees have developed processes and expectations relating to communication between Academy Trusts and the charitable company, to enhance Trust links with formal diocesan education structures and to facilitate consistent information sharing.

Recruitment

The company continues to work with external agencies to provide a service for diocesan schools, covering headteacher and senior appointments; it offers bespoke advice to schools and candidates pre, during and post appointment, and recognises the ongoing challenge in finding and attracting high calibre candidates to make applications.

Leadership and supervision

The company continues to engage with and promote leadership programmes, peer support networks and materials offered by the Church of England Foundation for Educational Leadership, with the ambition of sustaining and developing a movement of inspirational leaders. The intention is to invest in, nurture and grow leadership at all levels so that education fosters wisdom, hope, community and dignity and enables children to flourish regardless of their background or starting point. The company also engages with the Diocese of Canterbury Centre for Healing and Wholeness to provide pastoral support and wellbeing for senior leaders.

Achievements and Performance (continued)

Covid-19

Trustees have recognised that the Covid-19 pandemic has affected the operational aspects of schools in significant and unsettling ways. Trustees have regularly paused to reflect on the varied and often difficult experiences of children, young people and schools, whilst looking ahead, sharing ideas about the restoration and rebuilding of community. There have been lessons learned: about navigating uncertainty, supporting headteachers, adapting our training provision and how school staff have connected with families in purposeful and compassionate ways. Trustees have gathered teacher assessment data in the absence of standardised tests in 2020, working closely with the Diocese of Canterbury Academies Trust and the Local Authority in relation to school improvement, to maintain an appropriate level of support and challenge for sponsored academies. Trustees do not expect any material impact on the company's income, expenditure or financial position.

Going concern

After making appropriate enquiries and after considering the impact of the Covid-19 pandemic on the charitable company, the Trustees have a reasonable expectation that it has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

Review of Financial Activities

Financial review

Trustees are aware of their responsibilities for the use and accountability of public and voluntary funding and to ensure that such funding is spent both wisely and effectively towards the desired aims and outcomes.

During the year ended 31 December 2020 the charitable company incurred expenditure of £6,228 (2019 - £35,446) which was funded by contributions from sponsored academies towards sponsor services and contributions from the Canterbury Diocesan Board of Education. There was a deficit for the year of £4,550 (2019 - £24,773) resulting in funds carried forward of £96,286 (2019 - £100,836).

Reserves policy

The reserves policy is to hold no more than 12 months anticipated expenditure. At 31 December 2020 the unrestricted reserves (free reserves) were £397 (2019 - £1,972) and restricted reserves were £95,889 (2019 - £98,864). Unrestricted reserves are held to meet administrative costs and restricted reserves are provided to meet school conversion costs. As noted above under 'going concern', the Trustees are content with the charitable company's financial position.

Principal funding

There are two streams of principal funding:

- ◆ Sponsor grants (one-off) from the Department for Education (none in 2019 or 2020); and
- ◆ Contributions to sponsor services, received on a quarterly basis as required from some sponsored academies.

Members' Liability

The members of the company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up.

Trustees' Responsibilities Statement

The Trustees (who are also directors of The Diocese of Canterbury Academies Company Limited for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

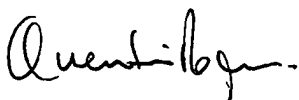
Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company 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 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);
- ♦ make judgments and accounting estimates that are reasonable and prudent; and
- ♦ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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 above report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime as set out in part 15 of the Companies Act 2006.

This report was approved by the Trustees on 19 May 2021 and signed on their behalf by:



Quentin Roper
Trustee

Independent examiner's report to the Trustees of the Diocese of Canterbury Academies Company Limited

I report to the charity's Trustees on my examination of the financial statements of The Diocese of Canterbury Academies Company Limited ('the charitable company') for the year ended 31 December 2020.

Responsibilities and basis of report

As the Trustees of the charitable company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's financial statements as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- ♦ accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- ♦ the financial statements do not accord with those records; or
- ♦ the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- ♦ the financial statements have not been prepared in accordance with the methods and principles of 'Accounting and Reporting by Charities: the 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)'.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

 Buzzacott NP

Amanda Francis, Chartered Accountant
Buzzacott LLP
130 Wood Street
London
EC2V 6DL

9 August 2021

Statement of financial activities Year to 31 December 2020

Income and expenditure	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Income from:							
Charitable activities	1	—	1,250	1,250	8,000	1,700	9,700
Interest receivable		428	—	428	973	—	973
Total income		428	1,250	1,678	8,973	1,700	10,673
Expenditure on:							
Charitable activities	2	2,003	4,225	6,228	2,027	33,419	35,446
Total expenditure		2,003	4,225	6,228	2,027	33,419	35,446
Net (expenditure) income before transfers		(1,575)	(2,975)	(4,550)	6,946	(31,719)	(24,773)
Transfers between funds	5	—	—	—	(5,870)	5,870	—
Net movement in funds		(1,575)	(2,975)	(4,550)	1,076	(25,849)	(24,773)
Total funds at 1 January 2020		1,972	98,864	100,836	896	124,713	125,609
Total funds at 31 December 2020		397	95,889	96,286	1,972	98,864	100,836

The above activities derive from continuing operations in the financial years to 31 December 2019 and 2020.

All recognised gains and losses are recognised in the above statement of financial activities.

The accounting policies and notes on pages 12 to 15 form part of these financial statements.

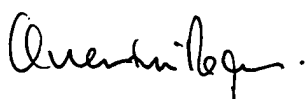
Balance sheet 31 December 2020

	Note	2020 £	2019 £
Current assets			
Debtors	4	5,012	—
Cash at bank		95,314	112,329
Total current assets		100,326	112,329
Liabilities			
Creditors: amounts due within one year	5	(4,040)	(11,493)
Net current assets		96,286	100,836
Total net assets		96,286	100,836
Charity funds			
Unrestricted funds		397	1,972
Restricted funds	6	95,889	98,864
Total funds		96,286	100,836

For the year ended 31 December 2020, the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit of its financial statements for the year in accordance with section 476. The Trustees (i.e. the directors) acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime as set out in part 15 of the Companies Act 2006 and section 1A of Financial Reporting Standard 102 (FRS 102).

The financial statements were approved by the Trustees on 19 May 2021 and signed on their behalf by:



Quentin Roper
Trustee

The accounting policies and notes on pages 12 to 15 form part of these financial statements.

Basis of preparation of financial statements

The financial statements have been prepared in accordance with 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)), Section 1A of the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The Diocese of Canterbury Academies Company Limited constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest pound.

Company status

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

Fund structure

Unrestricted funds are funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charitable company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific funds.

Areas of critical judgement and going concern

In preparing these financial statements, the Trustees have estimated future income and expenditure flows with a view to assessing the appropriateness of the going concern basis, paying particular attention to the challenges presented by Covid-19. The Trustees do not expect any material impact of Covid-19 on the company's income, expenditure or financial position and the Trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

Income

Income is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the income have been met and it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Expenditure

Expenditure is accounted for on an accruals basis and comprises grants payable and governance costs.

Grants payable are included in the statement of financial activities in the year when approval is granted and when the intended recipient has either received the funds or been informed of the decision to make the grant and has satisfied all performance conditions. Grants approved but not paid at the end of the financial year are accrued. Grants where the beneficiary has not been informed or has to fulfil performance conditions before the grant is released are not accrued for but are disclosed as financial commitments in the notes to the financial statements.

Governance costs are those incurred in connection with administration of the charitable company and compliance with constitutional and statutory requirements.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions 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. Creditors and provisions are recognised at the amount the charitable company anticipates it will pay to settle the debt.

Financial instruments

The charitable company only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1. Income from charitable activities

	2020 £	2019 £
Contributions from academies (restricted funds)	1,250	1,700
Contributions from the Canterbury Diocesan Board of Education (unrestricted funds)	—	8,000
	1,250	9,700

2. Expenditure on charitable activities

All support and governance costs are incurred for the primary purpose of the charitable company which is academy sponsorship and conversion. Support costs were met by the Canterbury Diocesan Board of Finance (incorporating the Diocesan Board of Education).

An analysis of expenditure on charitable activities is provided below:

	2020 £	2019 £
Grant funding of academy sponsorship and conversion (restricted funds)	4,225	33,419
Governance costs (unrestricted funds)		
Independent examiner's fees	1,990	2,014
Other expenditure	13	13
	2,003	2,027
Total expenditure on charitable activities	6,228	35,446

3. Employees and trustee remuneration and expenses

The charitable company has no employees (2019 - none).

During the year no Trustees received any remuneration, benefits in kind or reimbursement of expenses (2019 - £nil).

4. Debtors

	2020 £	2019 £
Amount due from Canterbury Diocesan Board of Finance	5,012	—

5. Creditors: amounts falling due within one year

	2020 £	2019 £
Accruals	4,040	2,050
Amount due to Canterbury Diocesan Board of Finance	—	9,443
	4,040	11,493

6. Restricted funds

The restricted funds are to be used for expenditure in respect to specific individual academies. Where expenditure for an individual academy exceeds income resulting in a deficit, a transfer is made from unrestricted funds.

7. Analysis of net assets between funds

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Debtors	4,437	575	5,012	—	—	—
Cash	—	95,314	95,314	13,465	98,864	112,329
Creditors	(4,040)	—	(4,040)	(11,493)	—	(11,493)
Net current assets	397	95,889	96,286	1,972	98,864	100,836

8. Related party transactions

During the year, the charitable company received no contributions (2019 – £8,000) from the Canterbury Diocesan Board of Education.

There were no other related party transactions during the year requiring disclosure (2019 – none).