

**Company Registration Number: 07846852** (England & Wales)

**ACADEMY TRANSFORMATION TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**



**ACADEMY TRANSFORMATION TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

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**ACADEMY TRANSFORMATION TRUST  
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**REFERENCE AND ADMINISTRATIVE DETAILS**

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<b>Members</b>	P Beanland B Dickenson M McDonagh C Edwards (resigned 27 July 2020) M Edwards (resigned 6 January 2020) T Campbell (appointed 24 August 2020) G Bhatia (appointed 24 August 2020)
<b>Trustees</b>	B Dickenson, Chair of Trustees P Beanland, Vice Chair J Clark S Jones A Milne P Milligan D Trotman M Wilson R Elms (appointed 16 March 2020) M Jackson (appointed 30 March 2020) R Priestley (appointed 6 May 2020) B Cook (resigned 16 October 2019) N Lucas (resigned 4 December 2019)
<b>Company registered number</b>	07846852
<b>Company name</b>	Academy Transformation Trust
<b>Principal and registered office</b>	Unit 4 Second Floor Emmanuel Court Reddicroft Road Sutton Coldfield B73 6AZ
<b>Company secretary</b>	A Gannon
<b>Chief Executive Officer and Accounting Officer</b>	D Clinton
<b>Senior management team</b>	D Clinton, Chief Executive Officer C Pritchard, Chief Operating Officer P Wilson, Chief Finance Officer A Bills, Regional Education Director S Byles, Regional Education Director V Green, Regional Education Director S Vincent, Regional Education Director S Bloomer (from 4 November 2019), Director of Safeguarding A Gannon, Head of Corporate Affairs

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**REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2020**

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**Independent auditors**      Bishop Fleming LLP  
Chartered Accountants  
Statutory Auditors  
10 Temple Back  
Bristol  
BS1 6FL

**Bankers**                      Lloyds Bank  
114-116 Colmore Row  
Birmingham  
B3 3BD  
  
Barclays Bank PLC  
Cambridge Benet Street  
Leicestershire  
LE87 2BB

**Solicitors**                    Browne Jacobson LLP  
Victoria Square House  
Victoria Square  
Birmingham  
B2 4BU

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**REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)  
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**Directory of Academies**

**Academy**

Beck Row Primary Academy  
Bristnall Hall Academy  
Caldmore Primary Academy  
Great Heath Academy  
Iceni Academy Primary  
Iceni Academy Secondary  
Kingsmoor Academy  
Jubilee Academy  
Mark Hall Academy  
  
Mildenhall Academy  
The Nicholas Hamond Academy  
North Walsall Primary Academy  
Phoenix Academy  
  
Pool Hayes Academy  
Ravens Academy  
Star Academy Sandyford  
Sun Academy Bradwell  
Sutton Community Academy  
The Dukeries Academy  
  
The Hathaway Academy  
The Queen Elizabeth Academy  
  
Westbourne Academy  
ATT Further Education College

**Principal**

R King  
K Uppal  
H Mitchell  
N Brown  
E Owner  
S Plume  
L Brennan  
D Brownsword  
M Hazle  
(Co-Principal with V Butler until 19 April 2020)  
N Hood  
M Woodhouse  
N Hawkins  
J Thompson (to 31 December 2019)  
K Reeves (from 6 January 2020)  
P Harris  
A Bear  
K Wildman  
L Niemczyk  
D Mackey  
C Leitheiser (to 19 April 2020)  
G Rae (from 20 April 2020)  
F Rodrigues  
A Wilson (to 19 April 2020)  
H Harding (from 20 April 2020)  
G Trott  
L Barrett

**ACADEMY TRANSFORMATION TRUST  
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**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 AUGUST 2020**

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The Trustees present their annual report together with the financial statements and auditors' report of the charitable company for the year ended 31 August 2020. The annual report serves the purpose of both a Trustees' report, and a Directors' report under company law.

The Trust operates 21 academies (9 primaries, 10 secondaries, 1 all-through and 1 special) in England. Its academies have a combined pupil capacity of 14,068 and had a roll of 12,030 (2019: 11,805) in the school census on 1 October 2019.

The Trust also operates further education provision mostly within Nottinghamshire. In the current reporting period, 1,298 (2019: 4,835) post 16 learners (including 19+ learners and subcontracted provision) benefitted from this provision; with the decrease in learners purely representing a large number of short courses that were completed by post-16 learners in 2019.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Constitution**

The Trust is a company limited by guarantee and an exempt charity. The charitable company's Memorandum and Articles of Association are the primary governing documents of the trust. The Trustees of Academy Transformation Trust are also the directors of the charitable company for the purposes of company law. The charitable company is known as Academy Transformation Trust or ATT. Details of the Trustees who served throughout the year, except as noted, are included in the Reference and Administrative Details on pages 1 to 2.

**Members' liability**

Each member of the charitable company undertakes to contribute to the assets of the company in the event of its 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 they ceased to be a member.

**Trade union facilities time**

**Relevant union officials**

Number of employees who were relevant union officials during the year	17
Full-time equivalent employee number	15

**Percentage of time spent on facility time**

Percentage of time	Number of employees
0%	17
1%-50%	-
51%-99%	-
100%	-

<b>Percentage of pay bill spent on facility time</b>	<b>£000</b>
Total cost of facility time	6
Total pay bill	56,129
Percentage of total pay bill spent on facility time	0.01 %

**Paid trade union activities**

Time spent on paid trade union activities as a percentage of total paid facility time hours	- %
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**TRUSTEES REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2020**

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**Trustees' Indemnities**

Trustees benefit from indemnity insurance purchased at the trust's expense. This covers the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty in relation to the trust. This is provided that any such insurance shall not extend to any claim arising from any act or omission which the Trustees knew to be a breach of trust or breach of duty or which was committed by the Trustees in reckless disregard to whether it was a breach of trust or breach of duty or not and provided also that any such insurance shall not extend to the costs of any unsuccessful defence to a criminal prosecution brought against the Trustees in their capacity as Directors of the trust. The limit of this indemnity is £2m.

**Method of Recruitment and Appointment or Election of Trustees**

The Trustees are appointed in accordance with the Articles of Association. An annual audit of skills as well as regular self-review using the model advocated by the National Governance Association enables Trustees to identify skill gaps and recruitment to fill those gaps is handled through executive and non executive networks, partnerships with external agencies and specialist recruiters. During 2019-20, we very successfully recruited Trustees to boost our knowledge and skill in financial, commercial, and business support operations.

**Policies and Procedures Adopted for the Induction and Training of Trustees**

All new Trustees receive a bespoke induction programme appropriate to their needs. This includes meeting with executive team members, visiting academies, understanding trust and academy performance data, safeguarding, HR and finance. In the reporting period, Trustees received training in matters relating to safeguarding, finance, and business support operations. Trustees also received regular legal and financial expert input. Committee Chairs also met with relevant senior executives on a regular basis.

Trustees also undertook regular strategic planning sessions and used these to develop their skills and expertise in matters relating to educational performance, public sector governance standards and strategic options appraisal.

The same processes apply to members of Local Academy Committees (LACs) who oversee local governance in academies on behalf of Trustees and report to them on a regular basis. A detailed induction model is in place covering all LACs and all LAC members have completed mandatory training programmes in safeguarding, data protection and HR procedures.

Trustees and LAC members are offered regular opportunities to come together for professional development activities – including through the mechanism of Regional Governance Forums. During this year, topics covered have included the Ofsted inspection framework, statutory procedures for managing exclusions and complaints and strategies for ensuring effective non-executive governance has the maximum impact on educational performance. In addition, an extensive range of supporting guidance and developmental material is made available to them via our online portal and we subscribe to the services of the NGA's Learning Link website and The Key for School Governance, where additional online training may be accessed.

Governors are routinely required to undertake the following training:

- Safeguarding and child protection level 1;
- PREVENT
- Safer recruitment
- Data protection and GDPR
- Financial probity.

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

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**Governance Organisational Structure**

The structure consists of three levels: Members, Trustees, and Local Academy Committees. The Scheme of Delegation clearly sets out where decision making responsibility lies across each level. Members and Trustees have delegated certain responsibilities to the Executive or to Trustee sub committees. Where this is the case, there are clear terms of reference, delegation of authority documents and financial regulations in place to govern decisions.

During 2019-20, the Trustees established the following committees:

- Audit and Risk
- Finance and Resources
- Pay and People Performance
- Standards and Outcomes
- A Local Academy Committee for each academy.

Trustees also established a specific sub-committee to oversee our response to the Covid-19 pandemic.

**Overview of responsibilities from the Governance Scheme of Delegation**

Members' reserved powers during 2019-20 were:

- to ensure the Trust Board has the capacity and skills necessary to carry out its duties
- to appoint the Trust's external auditors on an annual basis
- to make any changes which are fundamental to the nature of the Trust (e.g. its name or its overall purpose).

The reserved powers of the Trust Board were:

- to determine the Trust's strategic direction and educational ethos
- to ensure the Trust is compliant with a range of legal requirements and to ensure appropriate internal audit arrangements are in place
- to review and determine the Trust's governance arrangements
- to approve budgets, sign off the annual accounts and make major financial decisions, including decisions about growth and commercial opportunities
- to ensure the Trust has sufficient executive capacity and skill to deliver its aims and to determine the appropriate levels of remuneration for senior executives (this includes the accountability for appointing and, where necessary, dismissing, both the CEO and the Chief Finance Officer (CFO))
- to approve certain policies required to be approved at Board level by statute.

In addition to this, the Trust Board was responsible for monitoring and scrutinising the performance of the Trust and ensuring that its operations delivered value for money.

The responsibilities of the sub-committees are best summarised in the key questions to which they sought answers.

**Trust Board Audit and Risk Sub Committee (ARC)**

Does the Trust...

- have a clear understanding of the corporate risks it faces and have plans in place to mitigate these?
- have a plan for business contingency and adequate indemnity for appropriate individuals?
- operate in accordance with financial regulations and controls, including the function of the role of Accounting Officer?
- work well with internal and external auditors and respond in a timely way to the recommendations from their reports?
- specifically manage areas of high risk such as safeguarding, health and safety, cybersecurity and data protection and understand the impact of its work in these areas?



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FOR THE YEAR ENDED 31 AUGUST 2020**

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- monitor and learn lessons from external sources of intelligence, such as stakeholder surveys and complaints?
- plan for and manage areas of possible reputational risk?

Do Trustees...

- have an adequate understanding of specific areas in relation to risk management, such as trips and visits? (The committee may conduct 'deep dives' into aspects of the Trust's operations to assure themselves of this)

What should the Trust's approach to growth be and do we have appropriate due diligence procedures in place?

**Trust Board Standards and Outcomes Sub Committee (SOC)**

Does the Trust...

- have a clear educational ethos which is consistently applied?
- enable all pupils/learners to achieve to their fullest potential and experience a broad and balanced curriculum?
- monitor and seek to improve the personal development, behaviour, and attitudes of its pupils/learners?
- have in place appropriate procedures for monitoring its impact and driving academy improvement?
- respond educationally to the context in which its academies operate and plan curriculum delivery and stakeholder engagement appropriately?
- make good use of, and understand the impact of, funding such as the pupil premium?
- have in place adequate operational procedures to ensure that safeguarding is effective?
- impact positively on the experience and outcomes of pupils/learners with special educational needs?
- work well with Ofsted and respond positively to the findings of external reports?
- understand how to articulate the added value of a MAT in the context of its academies' performance?

What should the Trust's admissions policy be?

**Trust Board Finance and Resources Sub Committee (FRC)**

Does the Trust...

- have in place a clear financial strategy which will enable it to deliver its strategic aims and deliver long-term sustainability?
- operate its budget management within agreed external parameters?
- manage working capital well?
- plan and manage capital expenditure and estates work in order to maximise its impact?
- deploy and manage staff in the most cost-effective and impactful way?
- have a clear approach to the use of ICT which will deliver benefits to pupils/learners?
- have a meaningful asset management strategy?
- comply with legal requirements in regard to financial operations and the inspection of assets?
- understand the environmental impact of its work and work to reduce this?
- What is the Trust's current and projected financial performance?
- Are proposed budgets fit for purpose?
- Should proposals to go outside the agreed budgets be approved?
- How should the Trust's assets be used outside normal opening hours?

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

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**Trust Board Pay and People Performance Sub Committee (PAPP)**

Does the Trust...

- have in place a meaningful pay and reward strategy, how is it applied and what is its impact?
- support the development and wellbeing of its people?
- have policies in place to assess performance and drive forward improvements?
- work in line with the requirements of the Equalities Act and seek to understand the impact of its work on different groups?
- How should the Trust reward and remunerate the CEO and senior executives?

**Local Academy Committees (LACs)**

Is the academy...

- working successfully to meet its agreed educational targets and to improve on the areas highlighted in its annual Evaluation and Improvement Plan?
- working successfully to respond to formal evaluations of its performance, including Ofsted inspection reports and the Full Academy Review (FAR) and Challenge, Support, and Intervention (CSI) processes?
- clear about how it is working to support the highest possible educational standards for all pupils and learners
- planning and delivering a broad and balanced curriculum and ensuring the highest possible behavioural and attendance standards?
- paying attention to the personal and professional development of its pupils/learners and all its staff?
- working within Trust-wide agreed policies and procedures?
- meeting Trust-wide and external statutory requirements (for example, in regard to safeguarding training, health and safety, website information and data protection)
- monitoring and managing risk of all types?
- engaging in a meaningful way with the local community and with external stakeholders?
- actively seeking, monitoring, and responding to the views of pupils/learners, parents, and other stakeholders?
- working well alongside local finance and operations staff to ensure successful financial and operational management?

The Covid-19 sub committee's Terms of Reference are detailed below:

- The sub-committee will direct (on behalf of the Board of Trustees) any action requiring consent from the Trustees either by dint of their reserved powers or any accountability at Board level within our Scheme of Delegation (this would include, for example, the long-term repurposing of any part of our estate or changes to our overall approach to human resource management)
- The sub-committee will direct any action which is deemed to require Board approval within any necessary government or public health guidance
- The sub-committee will lead or direct any lobbying or public affairs activity which it may deem necessary as part of its response to the emergency.

The sub-committee will scrutinise and monitor the following aspects of executive decision-making:

- Operational and educational leadership of ongoing provision within our academies
- Educational leadership of provision for pupils and learners no longer physically within our academies (especially those in year groups facing external assessment in 2021)
- Safeguarding and health and safety arrangements for all pupils and learners (including our responsibilities towards vulnerable children in particular and those on FSM)
- The arrangements for the wellbeing and ethical leadership of all staff, including Trust and academy leaders
- The arrangements for the ongoing management of externally contracted services
- Our use of local networks and relationships, for example with local authorities or other Trusts
- The leadership and management of any financial impact of the emergency

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- Corporate activity, including policy application and the maintenance of due legal and constitutional propriety
- Planning for, and management of, any prolonged period of closure, especially in regard to activity to further the overall performance of the Trust and its academies
- Internal and external communications.

The Chief Executive Officer is the Accounting Officer and exercises delegated power for all operational aspects of the Trust's activities.

**Arrangements for Setting Pay and Remuneration of Key Management Personnel**

Levels of pay for the Chief Executive Officer and for other senior leadership team members are set by the Trust Board following extensive review and scrutiny by the Pay and People Performance Committee, advice from independent external advisers and the consideration of contributory factors such as the scope and demands of the role, the expectations within the current Academies Financial Handbook and other guidance and prevailing market factors.

The performance of the Chief Executive Officer is reviewed by the Chair and Vice Chair of Trustees and informed by an independent Trust Development Partner, who conducts a full and wide-ranging review of performance at key points in the year.

Pay progression in academies is overseen by the Principal who makes recommendations, based on the achievement of objectives that are set and reviewed annually. These recommendations are scrutinised by the Local Academy Committee before being approved by the Pay and People Performance sub-committee of the Board of Trustees.

**Connected Organisations, including Related Party Relationships**

The academy trust was established as a company limited by guarantee and does not have any external sponsors. There are no related party relationships.

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

**Customers**

The Trust defines its customers as pupils, adult learners, parents, and the community. The Trust engages with each of these parties in a number of ways:

**Pupils - Through:**

- Being ambitious for every pupil fostering interests and passions
- Providing opportunities for pupils to broaden their horizons
- Promoting positive behaviours
- Setting out clearly rules, rewards and sanctions ensuring they are communicated and promoted widely and often
- Planning and running a wide range of events
- Actively listening and providing opportunities for pupils to influence decision making including through annual surveys
- Having top quality learning environments which promote and celebrate learning, culture, and endeavour
- Designing and implementing a diverse, challenging, and relevant curriculum which ensures all pupils have access to a high-quality teaching and a range of broader experiences and opportunities
- Ensuring robust Safeguarding procedures

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

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**Parents - Through:**

- Publishing relevant information and creating effective channels of communication including through social media
- Promoting, monitoring, and reacting to ParentView and regular Stakeholder surveys
- Planning and running a wide range of events
- Parent forums (steering groups) and PTAs

**Community - Through:**

- Publishing relevant information and creating effective channels of communication including through social and other media
- Planning and running open events
- Promoting estates resources and their potential community use

**Suppliers**

The Trust's preferred suppliers provide us with information technology, human resources, facilities management, catering, and professional services. In deciding those preferred suppliers, we ensure that both national and local suppliers have equal opportunity to participate in the procurement process. We also oversee and take reasonable steps to ensure our suppliers comply with our standards, relating to modern slavery, data protection, environmental responsibility, human rights, and ethics.

**Regulators**

The DfE, Ofsted and the ESFA oversee the educational and financial performance of our Trust. The Trust's aim is always to maintain positive and open relationships with the relevant regulators. In order to do so, the Trust works tirelessly, via various communication channels, to ensure that all parties are fully aware of any current and emerging risks within our Trust.

**OBJECTIVES AND ACTIVITIES**

**Objects and Aims**

The Trust's objects are set out in its Articles and the Trust's purpose, in summary, is to manage and develop each of the academies within ATT, to ensure that they provide the highest quality of education and that they are also integral to the wellbeing of their local community.

**OUR PURPOSE, VISION AND VALUES**

**Our Vision**

**We have one core purpose:**

To have the biggest positive impact in the varied communities we serve through ensuring top drawer education for our learners. #TransformingLives

**How do we ensure this across our trust?**

**In all we do we are:**

- Ethical to the core, ensuring that education is always front and centre
- Futures focused system leaders – never simply followers
- Collaborative in every endeavour
- Resolutely learner centred.

**What does this look like across our trust?**

**Education**

**We are:**

- Ruthlessly ambitious for all who learn and work with us
- Unwaveringly inclusive – determined on eradicating barriers to educational success
- Committed to excellent teaching
- Determined upon academic excellence for all in our communities

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

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- Compassionate, ethical, and caring advocates for all in our communities
- Outwardly facing and globally conscious

**Operations**

**We are:**

- Committed to the very best people development and empowerment
- Determined to shout loudly and share proudly our successes
- The best professional and technical experts (supporting education) in the sector
- Committed to the very best understanding and management of risk

**Financial**

**We are:**

- Providing the best possible public service for the best possible value
- Determined to supplement our public income with shrewd income generation
- Building financially sustainable models of educational improvement in our communities
- Demonstrably efficient in all we do

**Our values**

- We will work inclusively within our communities, embracing the varied localities we serve while sharing our common vision and values.
- We will develop the very best leaders of the future, working to improve education and transform lives.
- We will adhere unwaveringly to the 'Nolan Principles' of Public Service, which is made clear in our commitment to Ethical Leadership.

**Public Benefit**

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

The Trustees consider that ATT's aims, and objectives are demonstrably to the public benefit.

**STRATEGIC REPORT 2019/20**

**Achievements and Performance**

This report highlights the Trust's activities and achievements during 2019/2020, as the Trust continues to strive to make the biggest difference to the children, young people, and communities that we serve.

**Key Performance Indicators 2019/20 Education**

**Ofsted inspection outcomes**

- 64% of inspected academies are currently rated Good or better.
- 100% of our inspected post 16 provision is rated Good or better.

**Early Years outcomes – as per 2018/19 due to COVID-19**

- 69% of pupils achieved a good level of development (GLD) – an increase of 46% on the proportion of the same cohort who were working at Age Related Expectations (ARE) on entry to Early Years Foundation Stage (EYFS).

**Phonics outcomes – as per 2018/19 due to COVID-19**

- 74% of pupils passed the Year 1 Phonics screening – an increase of 10% on the proportion of the same cohort who achieved Early Learning Goals (ELG) in Reading at the end of EYFS.

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**TRUSTEES REPORT (CONTINUED)  
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**Key Stage 2 SATs outcomes – as per 2018/19 due to COVID-19**

- In Year 6, 57% reached the expected standard or above in Reading, 71% in Writing, 68% in Maths and 49% achieved this combined.
- KS2 expected standard has increased for each region and the Trust overall since 2018, along with an increase in greater depth across the Trust.
- KS2 attainment of pupils on roll at each academy from EYFS brings overall attainment percentages significantly closer to national, with an additional 4 academies reaching or exceeding this in all subjects based on this measure.
- The KS2 progress measure for all subjects is in line with the national average for each region and the Trust overall. Two academies achieved progress scores that are statistically, significantly above the national average in Reading and Writing (Kingsmoor Academy) and Maths (Caldmore Primary Academy).
- In the FFT national comparison of Value Added (VA) Progress Measures 2017-2019 from EY-KS2 ATT rankings are at least average in every measure. 2 academies are ranked within the highest performing 20% nationally in Reading (1 of which is ranked in the highest 10%), 4 in Writing (1 of which is ranked in the highest 10%), 4 in Grammar, Punctuation and Spelling (2 of which are ranked in the highest 10%), 1 in Maths and 2 in Reading, Grammar and Maths Combined.

**Key Stage 4 outcomes**

- GCSE results in 2020 were awarded from the submission of centre assessed grades due to the national pandemic crisis. There are significantly positive trends for progress and attainment indicators but the outcomes from 2020 cannot accurately be compared with those from previous years or to forthcoming years due to the significant grade inflation that has taken place as a result of the government's decision to award GCSE grades that are no lower than the CAG in any case.
- Improvements that were projected earlier in the year (pre lockdown) have been made in all measures from 2019 actual results. Attainment 8 has improved from 4.3 in 2019 to 4.6 in 2020, Basics at 5+ from 32% to 38%, (Basics at 4+ from 56% to 63%).
- Outcomes have increased for all indicators other than EBacc entry (48% in 2019 down to 40% in 2020) which is determined across our trust by curriculum decisions made prior to 2018. 40% EBacc entry was the national average in 2019. We continue to set minimum expectations for the coming three years in all academies of 50%, then 60%, then 75%.
- Whilst progress 8 is not being measured nationally for 2020 our own calculations show improvement from 0.00 in 2019 to 0.26 in 2020.

**Key Stage 5 outcomes**

- KS5 results in 2020 were also awarded from the submission of centre assessed grades. There are significantly positive trends for progress and attainment indicators but the outcomes from 2020 cannot accurately be compared with those from previous years or to forthcoming years due to the significant grade inflation that has taken place as result of the government's decision to award A-Level and Applied grades that are no lower than the CAG in any case.
- Improvements that were projected earlier in the year (pre lockdown) have been made in all measures from 2019 actual results. The average grade at A-Level has improved from a grade C in 2019 to a B- in 2020. At Applied level, the average grade has improved from a Merit + in 2019 to a Distinction – in 2020.
- Whilst Level 3 value added progress scores are not being measured nationally this year, our own calculations for 2020 show that progress at A-level improved from -0.27 in 2019 to 0.45 in 2020 and for Applied courses from -0.2 in 2019 to 0.11 in 2020.
- Our revised education directorate was fully implemented in September 2019. It is now led by four Regional Education Directors (REDs) in primary and secondary across our East and West regions.

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

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- Our improvement strategy is centred around our ethos of Challenge, Support and Intervention (CSI) and ensures that our colleagues benefit from the ability to share best practice across our group as well as providing the ability for Trustees to receive quality information to enable them to perform their functions effectively.
- Colleagues' feedback demonstrates that strands of the Education CSI, including the programme of Full Academy Reviews (FARs), are seen as hugely developmental and are supportive of school improvement.

**Academy Improvement Strategy**

- Our revised education directorate was fully implemented in September 2019; and is now led by four Regional Education Directors (REDs) in primary and secondary across our East and West regions.
- Our improvement strategy is centred around our ethos of Challenge, Support and Intervention (CSI) and ensures that our colleagues benefit from the ability to share best practice across our group as well as providing the ability for Trustees to receive quality information to enable them to perform their function effectively.
- Colleagues' feedback demonstrates that strands of the Education CSI, including the programme of Full Academy Reviews (FARs) are seen as hugely developmental and are supportive of school improvement.

**Key Performance Indicators 2019/2020 - Operations**

**Estates**

The Trust continues to be in receipt of one of the highest school condition allocations of all academy trusts due to the inherited poor condition of some of its estate.

During the year 2019/2020, the Trust invested £5.0m (2019: £4.875m) to reduce its condition liability by £5.5m (2019: £5.8m). This investment, in addition to previous years capital works, has continued to reduce the condition liability within our estate from £42m in 2015 to £16m in 2020.

Our current estates strategy continues to focus on reducing condition liability within our group but also considers educational need, space utilisation, sufficiency, capacity, and links to our individual three-year development plans in place at each site. This approach has enabled us to continue the transformation of learning environments in many academies during 2019/20, focussing on improving facilities and pupil experiences as opposed to purely removing/lessening risk and liability associated with condition.

Some particular improvement projects that were completed during 2019/2020 were:

**Bristnall Hall Academy**

Bristnall Hall Academy has been transformed over the past few years benefiting from significant investment across key areas of infrastructure to continuously maintain and improve the site. During 2019/20 we completed a major refurbishment of the existing plant room replacing the existing boilers. This has improved the quality of heating within the academy, includes additional measures enabling us to install a temporary boiler if it ever were to fail and comes with a lifespan of 60 years if maintained properly. This also marked the completion of all Priority One condition issues identified at the outset of 2015.

**Iceni Academy**

Our development planning process and capacity review identified a deficit of available toilets for the number of pupils on site. Building upon the investment in infrastructure across previous years we have been able to focus our capital development on addressing this issue by refurbishing all of the existing toilet provision within the academy, making each space unisex and open plan to ensure there is enough provision for all pupils whilst assisting with safeguarding and behaviour management. In addition, we have enhanced the learning environment through the refurbishment of four science spaces, installing brand new FFE and replacing associated electrics and M&E in each space. This has brought facilities in line with Building Bulletin 103 and provides the academy with an outstanding science facility.

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

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**Sutton Community Academy**

Working alongside the academy senior leadership team and the Trust's safeguarding leads to capture all elements of need within our development planning process has enabled the work completed at the academy to directly improve management of pupil behaviour and assist with improving safeguarding. The installation of a new CCTV system alongside a full refurbishment of the pupil toilets within the academy moving to unisex, open plan provision has assisted teaching staff in managing pupil behaviour.

Through significant investment to reduce condition liability and improve buildings infrastructure, we have been able to focus our development planning to address multiple issues and support development in key curriculum areas. An example of this during 2019/20 is the completion of phase one of the academy's science facilities where refurbishment works are addressing a deficit of science labs identified within our capacity survey and significant suitability, condition and design issues prevalent within a CLASP building.

**Westbourne Academy**

Our works at Westbourne Academy during 2019/20 have continued to focus on improvements to building infrastructure and the addressing condition issues. Continuation of the phased replacement of single glazed windows, Heating system refurbishment works, and refurbishment of the pupil toilet provision have continued our investment in key areas of condition need.

**PSBP2 Delivery the Nicholas Hamond Academy (Norfolk); Mildenhall College Academy (Suffolk); and Mark Hall Academy (Essex)**

Three projects were undertaken through this funding stream. Two of them (at The Nicholas Hamond Academy and Mildenhall College Academy) have been managed under local delivery arrangements. The third (Mark Hall Academy) has been delivered through the ESFA and completed during November 2019.

**The Nicholas Hamond Academy**

PSBP2 funded project to undertake a heavy refurbishment of the sports block and local authority funding to develop the public leisure facilities. The works addressed £2.5m of condition issues including asbestos removal, full refurbishment of M&E, replacement flat roofs, repointing of brickwork and structural support works. The refurbishment encompassed an extension and refurbishment of changing facilities, conversion of the dilapidated squash courts into a new fitness suite, full refurbishment of the sports hall, internal ceiling, air handling units and new sports hall specialist flooring. The work ran from November 2019 and was completed during July 2020 at a total cost of £1.6m.

**Mildenhall College Academy**

PSBP2 funded project providing a new secondary academy building as part of the Cabinet Office backed One Public Estate initiative moving all public services in Mildenhall to a shared hub on one site. This unique project removes the condition issues prevalent at the academy alongside the constraints and costs of operating two sites by building the new hub on the same site as the current 6th form block. The academy new build will cost £15.3m and will provide a 1350 place secondary academy with access to on site leisure facilities, council meeting facilities and a performance hall. The first of its kind within the UK, the project is due to complete during April 2021.

**Mark Hall Academy**

Mark Hall Academy received a new £18m block as part of the PSBP2 programme which completed handover during November 2019. We utilised the supply chain and efficiency of the PSBP2 scheme by investing SCA capital funds to provide access control throughout the new block, increase the number of CCTV cameras from 5 to 50 and install external lighting in the staff car park.



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FOR THE YEAR ENDED 31 AUGUST 2020**

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Alongside our PSBP2 investment, we have completed a number of key works to address the remaining condition liability prevalent at the site whilst ensuring the blocks and facilities outside of the scope of PSBP2 received investment to provide a whole site solution and deliver our strategic aims for the Mark Hall Academy through, essentially, the development of a completely new site. This work encompassed drainage works, refurbishment of the remaining block to create a secure behavioural unit and works to improve sports block facilities alongside replacement works to the 3G pitch and Running Track removed significant Health and Safety risk to pupils and the public.

**Human Resources**

This year has seen the ATT Institute go from strength to strength with the appointment of an Institute Director, and huge progress against the People Development Strategy has been achieved.

Since the last annual report, a people development curriculum has been established with asynchronous and synchronous blended learning opportunities for employees across all our directorates. The People Development Curriculum is made up of:

- 42 leadership development pathways, delineating role performance development available to colleagues.
- Lateral development opportunities such as: weekly webinars and a catalogue of free online people development based on theme.
- This people development curriculum was established during the lockdown period, so it is too early to measure impact on pupil outcomes. However, engagement metrics show that over 14,300 people development experiences have been accessed by 2400 staff members. This demonstrates a significant increase in engagement in people development activity.

The work of our now established Strategic Development Group and subject Team Network groups continue to ensure that these groups have maximum impact on professional learning and student outcomes. Recent areas of impact brought about through strategic collaboration are:

- The Curriculum and Outcomes SDG group developed phonics training and teaching materials for primary educators: 74% of pupils passed the Year 1 Phonics screening – an increase of 10% on the proportion of the same cohort who achieved Early Learning Goals (ELG) in Reading at the end of EYFS.
- Through common people development days, primary educators have worked collaboratively on language development. In the most recent Ofsted inspections of primaries involved in this work, this has been highlighted as a strength.
- An action research team has been established with a focus on research translation related to boys' underachievement as well as guiding action research in schools. The progress and attainment of boys in secondary academies has improved consistently over a three-year period:
  - o Attainment 8:
    - 2017-2018: 4.0
    - 2018-2019: 4.1
    - 2019-2020: 4.3 (CAG 4.3)
  - o Progress 8:
    - 2017-2018: -0.28
    - 2018-2019: -0.24
    - 2019-2020: 0.01 (CAG -0.01)
- A focus of our People Development Strategic Development Group has been maximising outcomes for prior high attainers, focusing on curriculum reform and teaching pedagogy. The attainment and progress of prior high attainers over three years has improved significantly.
  - o Attainment 8:
    - 2017-2018: 3.9
    - 2018-2019: 4.0
    - 2019-2020: 4.2

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FOR THE YEAR ENDED 31 AUGUST 2020**

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o	Progress 8:
	2017-2018: -0.33
	2018-2019: -0.14
	2019-2020: 0.07

The successful innovation work that is taking place in our 22 academies, facilitated by our expanding leader workforce, is enabling us to build a strong evidence base that what we are doing makes the difference. This is leading to disciplined innovation and disciplined creativity.

Talent Management and Succession Planning is now embedded into the Trust's Education CSI processes and progress is being made in ensuring that the Trust identifies talent, accelerates the development of their most talented as well as effectively deploying talent to maximum impact across the entire Trust.

The Trust's Wellbeing Strategy is being realised through newly appointed Wellbeing Champions and wellbeing portfolio leads from the HR and education teams. The team network meetings have enabled much valuable work in enhancing wellbeing initiatives, improving the communication of support available to employees and in sharing and embedding good practice across the Trust.

The Trust HR Director, along with the wider HR team worked closely with academy leaders and operations colleagues to ensure that the Trust's response to the Coronavirus crisis enabled its academies to continue to operate safely whilst addressing any staffing or wellbeing concerns with the full support of National Union representatives.

The Trust HR Director has made significant progress in developing and improving the Trust's suite of HR policies and procedures with some further work continuing in areas such as Pay, Reward and Recognition.

The Trust annual Gender Pay Report demonstrated our firm commitment to the equality agenda and has proved to narrow the gap in comparison to previous years.

**Key performance indicators 2019/2020 - Financial**

**Going Concern**

At the end of August 2018, the cumulative restricted income reserves of the Trust sat at a significant deficit of £4,075k. Following discussions with the ESFA and a complete revision to our financial strategy the performance of the Trust began to recover, with the Trust recording an in-year surplus in 2019 of £1,918k and reducing the deficit to £2,157k at the end of August 2019. From the 1 September 2019, the financial strategy was further enhanced via the introduction of GAG pooling throughout the Trust to provide fairer funding to our academies; the separation of education and operational budgets for better accountability; and the pooling of reserves as we are one entity. As a result, the Trust recorded an in-year surplus of £1,393k for the year ended 31 August 2020; and thus reduced the former deficit of £2,157k to £764k.

Whilst cumulative restricted income reserves are recovering; both the Executive and Trustees continue to work closely together to ensure that long term financial stability of the Trust is ensured via the future creation of surplus reserves. This will be achieved via the continued development of Integrated Curriculum Financial Planning, centralisation of procurement contracts and implementation of our income generation policy. Trustees will continue to ensure there is appropriate control and oversight to ensure the financial strategy is implemented to return the Trust to a cumulative positive restricted income reserves position.

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

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Having considered this alongside the facts that a largely new Executive team has been in place at the Trust for two years now; and that governance arrangements continue to be strengthened; the board of trustees has a reasonable expectation that the trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements.

**FINANCIAL REVIEW**

**Financial Review**

During the period, the Trust has worked tirelessly to implement the second year of the recovery plan agreed with the ESFA in early 2018; following the financial difficulties faced in 2016/17. The agreed recovery plan was for the Trust, to record an in year deficit on adjusted restricted and unrestricted funds for 2019/20 of £793k. In this instance adjusted restricted and unrestricted funds means the net movement in funds excluding the impact of the LGPS actuarial gain or loss, the current and past service cost, and the net interest cost, but including the employers' pension contributions. Actual achievement was a surplus of £1,393k; this being better than the agreed recovery plan of £793k by £600k. Over the two year period, the Trust is ahead of the agreed recovery plan by £2,007k.

The achievement of £1,393k, against a budget of £793k; is a result of the following:

- Revision to our budget model from 1 September 2019; resulting in the separation of education and operational budgets. This led to increased financial accountability of both Principals (education budgets) and Operational Directorates (operational budgets).
- The introduction of GAG pooling and the creation of our own ATT AWPU to allow fairer funding across our education budgets (factor 1); coupled with the development of our "one education budget"; such that all Principals are required to work together to achieve the desired target.
- Our immediate response to COVID-19 to reduce any unnecessary spend, not funded by exceptional COVID funding. Within the education budgets we recorded an increase in surplus as the cost of educational provision fell due to the lockdown period; however this was offset by increased costs within the operations budgets due primarily to the loss of commercial income (rentals and sports lettings) and increased estates costs (i.e. cleaning).
- The receipt of additional growth funding in the period; arising from a significant increase in pupil numbers at four of our academies.
- The continuation of group procurement deals; notably ICT (broadband and telephony) and cleaning.

On an accounting basis, and thus considering the FRS102 pension valuation figures, the Trust recorded an in year deficit on restricted and unrestricted revenue funds of £6,544k an increase of £2,536k in comparison to 2018/19. The pension valuation saw an actuarial loss of £4,914k (2019: loss of £8,126k), due to a decrease in the discount rates and weak investment performance.

**Reserves Policy**

The Trust's policy on reserves is to maintain sufficient reserves to enable the Trust to operate effectively in what is becoming a less certain economic and funding environment, to address any current year shortfall in funding, or to use them in the ongoing investment in the Trust's estate, subject to satisfying terms and conditions of the grant funding. The Trustees review the reserve levels annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The Trustees have agreed that the long-term aim of the Trust should be to hold cumulative reserves of between 2.5% of total funding. The level of general reserves as at August 2020 (total funds less the amount held in fixed assets or committed funds) is a deficit of £764k (2019: £2,157k).

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

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**Investment Policy**

The Trust's investment policy and objectives are:

- to achieve the best financial return available whilst ensuring that security of deposits takes precedence over revenue maximisation.
- to only invest funds surplus to operational need based on all financial commitments being met without the Trust bank account becoming overdrawn.
- to comply with this policy, all investment decisions should be exercised with care and skill and consequently be in the interests of the Trust, commanding broad public support.

Investment risk will be managed through asset class selection and diversification to ensure that security of deposits takes precedence over revenue maximisation. For selection, assets will only be considered with banking institutions which have credit ratings assessed by an external credit agency to show good credit quality. To manage the risk of default, deposits will be spread by banking institution and be subject to a maximum exposure of £500,000 with any PRA authorised institution by the Bank of England (refer to Financial Conduct Authority (FCA)). Whilst this exceeds the protection limit of £75,000 provided by the FCA it is accepted that it is not always practicable to find a sufficient number of investments of this size that meet the prudent criteria outlined in this policy.

Decisions on how much to invest and how long to invest for, will be based on operational requirements, demonstrated by cash flow forecasts produced by the Chief Finance Officer. The cash flow forecasts will take account of the annual budget and spending plans approved by the Governing Body and updated on a monthly basis. A sufficient balance must be held in the current account so that the Trust's financial commitments can always be met without the bank account going overdrawn. The size of the balance will be determined by a forecast of future need and kept under review.

Investments for a fixed term should not normally exceed one year in order to provide flexibility for the following year's plans, unless a clear rationale is provided for exceeding one year to the benefit of the Trust. The Trust has authorised signatories, two of which are required to sign instructions to the deposit taking institution.

The Chief Finance Officer will monitor the cash position and cash flow forecast and report investments held and the performance of investments against objectives to the Finance and Resources Committee at appropriate intervals, depending on the terms of the investments.

**Principal Risks and Uncertainties**

The Trustees have assessed the major risks to which the Trust is exposed through its Audit and Risk committee and these are summarised in our Risk Register. The Trustees have implemented a number of systems to assess the risks that ATT faces, especially in the operational areas (e.g. in relation to teaching, health and safety, educational visits and safeguarding) and in relation to the control of finance. They have introduced mitigating controls, including operational procedures and internal financial controls in order to minimise risk. Where significant risk remains, they have ensured they have adequate insurance cover.

The Audit and Risk committee conducts 'deep dive' reviews into key areas of risk at their regular meetings to scrutinise the operational reality of mitigating risk. In addition, the full Trust Board considers major risks at least termly.

During the Covid-19 pandemic, the Covid-19 sub-committee of the Board was established to scrutinise and mitigate the extensive set of risks presented by the pandemic situation – a separate risk register was maintained which enabled Trustees to control our response more effectively.

The key risks identified in the Trust's Risk Register and mitigating controls are as follows:

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

<b>Risk</b>	<b>Description</b>	<b>Mitigating controls</b>
Governance	Failure to ensure effective oversight over our trust activities and performance	<p>Clear template reports for executives to follow and agreed agendas for meetings</p> <p>Clear expectations of governors articulated in the Governance Guide</p> <p>Regular training and development for those involved in governance</p> <p>Support with queries from both executives and non-executives provided by Corporate Affairs staff</p> <p>Mechanisms in place for independent scrutiny by governors</p> <p>Communications strategy in place which enables governors to be informed</p> <p>Clerking which is empowered to challenge poor practice</p> <p>Annual review of governance effectiveness</p>
Educational performance	Failure for one or more of our academies to achieve suitable progress over an acceptable period of time	<p>Robust Education CSI which encompasses:</p> <p>Accurate annual internal categorisation and key lines of improvement for each academy</p> <p>Annual Full Academy Review for each academy</p> <p>Effective support through strategic development and team network cross trust staff groups</p> <p>Effective academy improvement planning and self-evaluation</p> <p>Lead Practitioners deployed to secure improvement in core subjects</p> <p>The use of external bespoke CSI as needed</p>
Safeguarding	Failure to take action to promote the welfare of children and protect them from harm.	<p>Revised safeguarding and behaviour policies</p> <p>Safeguarding reviews and audits</p> <p>Trust wide safeguarding training and continuous CPD</p>
Financial	Failure to achieve financial targets and stability; thus, preventing future investment.	<p>Finance CSI:</p> <p>3-year budget setting; including the continued development of Integrated Curriculum Financial Planning.</p> <p>Monthly forecasting and monitoring procedures.</p> <p>Revised financial regulations and scheme of delegation.</p> <p>Continual review of the effectiveness of internal financial controls and procedures.</p> <p>Trust wide income generation strategy.</p>
Compliance	Failure to ensure regulatory procedures in relation to data protection, HR and H&S are effective.	<p>Operational CSI:</p> <p>Policies and procedures are in place and under constant review (and with JNCC where appropriate)</p> <p>GDPR training and continuous CPD</p> <p>H&amp;S reviews and audits</p> <p>Access to legal advice</p>

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

COVID-19	Failure to keep all colleagues and pupils safe during the pandemic	Regular clear and unambiguous communicate on our COVID-19 strategy. Risk assessments supplied to all settings. Additional cleaning, PPE, and first aid equipment provided. Additional training provided to colleagues and pupils on how to maintain social distance and keep safe. Increase cleaning programme to our buildings introduced. Net capacity surveys used to identify maximum classroom occupancy; alternative entrance and egress arrangements in place; staggered start/end/break/lunch; minimised movement around site during operational hours. Additional welfare resource provided to support colleagues.
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**STREAMLINED ENERGY AND CARBON REPORTING**

**UK Greenhouse gas emissions and energy use data for 1 September 2019  
to 31 August 2020**

Energy consumption used to calculate emissions (kWh)	21,998,950
<b>Energy consumption break down</b>	
Gas [kwh]	16,672,269
Electricity [kwh]	5,031,554
Transport Fuel [miles]	253,722
<b>Scope 1 emissions in metric tonnes CO<sup>2</sup>e</b>	
Gas consumption	3,065.53
Owned transport – mini-buses	6.39
<b>Total scope 1</b>	<b>3,071.92</b>
<b>Scope 2 emissions in metric tonnes CO<sup>2</sup>e</b>	
Purchased electricity	0
<b>Scope 3 emissions in metric tonnes CO<sup>2</sup>e</b>	
Business travel in employee owned vehicles	71.17
<b>Total gross emissions in metric tonnes CO<sup>2</sup>e</b>	<b>3,143.09</b>
<b>Intensity ratio   Tonnes CO<sup>2</sup>e per pupil</b>	<b>0.27</b>

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

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**Quantification and Reporting Methodology**

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

**Intensity measurement**

CO<sub>2</sub>e per pupil based on 11,839 students and Total gross emissions in metric tonnes CO<sub>2</sub>e of 3,136.70 tonnes = 0.27 | Tonnes CO<sub>2</sub>e per pupil

**Measures planned to improve energy efficiency**

- We have been planning to install smart meters across all sites to improve our understanding of energy consumption
- We procure all our electricity from EDF on their Blue for Business Tariff
- We are working with Salix to secure funding from the Public Sector Decarbonisation Scheme to look at ways to reduce our Carbon Footprint

**FUNDRAISING**

The Trust does not currently actively participate in fundraising activities; and thus, has nothing to disclose in accordance with the Charities (Protection and Social Investment) Act 2016.

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

The Trust has a central and regionalised HR function which covers all the Trust's employee matters.

The Trust is committed to providing an environment that encourages the involvement and engagement of all employees. Regular internal communications keep employees informed of the activities across the Trust.

The Trust runs an annual people survey with a summary of outcomes being shared with employees. People survey activities for the coming year have been developed and as well as an annual survey, termly pulse surveys focusing on priority areas will also be sent out. Exit surveys and welcome surveys have also been developed to roll out in the coming year.

The Trust's collaborative development groups allow the opportunity for employees to be involved in the direction of the Trust and crucial decisions within those forums.

The Trust gives full and fair consideration to applications for employment from disabled persons where the requirements of the job can be adequately fulfilled by a disabled person. Where existing employees become disabled, it is the Trust's policy, wherever practicable, to put in place reasonable adjustments to their work environment and appropriate re-training so that the disabled employee can maximise their potential and continue in their employment gainfully. The Trust ensure that all people development activities and promotion opportunities are accessible to all and that disabled employees are not put to any disadvantage in accessing them.

The Trust has a Wellbeing team network group attended by Wellbeing Champions from each academy and directorate within the Trust. The Trust's wellbeing strategy ensures that effective wellbeing initiatives and activities are embedded across the Trust in order to support employees' mental health and wellbeing.

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

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**PLANS FOR FUTURE PERIODS**

The following aims are drawn from our #Transforminglives intent and our overall vision and purpose. Detailed operational plans lie behind these objectives, with KPIs that can also be measured against quantifiable evidence. The ATT Board and sub committees monitor individual plans linked to their areas of oversight. Individual Executive team members lead on each objective and named Trustees also have oversight of each individual aim, thus providing a 'Golden Thread' throughout the Trust.

Our aims for the period covered by this report were as follows:

**Aim 1 focuses on educational performance**

- A robust and quality assured process for assessing grades (including 2020 Centre Assessed Grades) during the pandemic
- Evidence of an upward trajectory with regard to progress and attainment in all academies
- An impactful response to external assessments/evaluations in respect of our academies (Ofsted and also safeguarding issues, complaints etc)
- Evidence of the impact on performance of our ECSI processes
- Evidence of significantly improved safeguarding practice

**Aim 2 focuses on financial performance**

- Mitigating the financial risk of the pandemic
- Evidence of actual and projected 2019-2020 financial outturns which build on the achievements of 2018-19
- Evidence of the impact of more intelligent group procurement
- Evidence of the impact of our FCSI and OCSI processes

**Aim 3 focuses on our people**

- The achievement of an evidence-based trust-wide approach to pay, reward and recognition
- Evidence of the initial impact of TNGs, SDGs and the Institute on professional development

**Aim 4 focuses on developing our culture as a Trust**

- Evidence (through our suite of policies and other indicators) of a clearly aligned approach to tight policies and principles (TPPs) in all directorates

**Aim 5 focuses on our curriculum vision**

- Evidence that our academy leaders are embracing our curriculum vision in their planning for 2020-21 and onwards
- Evidence of a more coherent approach to IT infrastructure and the learning of lessons in regard to blended learning

Our strategic aims for 2020-2021 are:

- To plan and deliver a curriculum which incorporates lessons learned from the pandemic and delivers improving learner outcomes.
- To create the conditions in which our people can demonstrate independent, thoughtful, and confident behaviours in pursuit of our vision and aims.
- To continue to improve our financial performance alongside an enhanced reputation in business operations and governance.

**Funds held as custodian trustee on behalf of others**

ATT does not hold such funds and does not act as the Custodian Trustees of any other charity.



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

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**Disclosure of information to auditors**

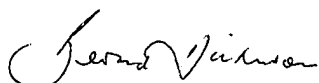
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware
- and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

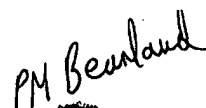
**Auditors**

The auditors, Bishop Fleming LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

The Trustees' report, incorporating a strategic report, was approved by order of the board of Trustees, as the company directors, on 07/01/2021 and signed on its behalf by:



**Bernard Dickenson**  
Chair of Trustees



**Pat Beanland**  
Vice Chair of Trustees

**ACADEMY TRANSFORMATION TRUST  
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**GOVERNANCE STATEMENT**

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**SCOPE OF RESPONSIBILITY**

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

The board of Trustees has delegated the day-to-day responsibility to the Chief Executive Officer, as accounting officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between Academy Transformation Trust and the Secretary of State for Education. They are also responsible for reporting to the board of Trustees any material weaknesses or breakdowns in internal control.

**GOVERNANCE**

The information on governance included here supplements that described in the Trustees' report and in the Statement of Trustees' responsibilities and in the statement of Trustees' Reports. The board of Trustees has formally met 6 times during the year.

Attendance during the year at meetings of the board of Trustees was as follows:

Trustee	Meetings attended	Out of a possible
B Dickenson, Chair of Trustees	5	6
P Beanland, Vice Chair	3	6
J Clark	6	6
S Jones	3	6
A Milne	6	6
P Milligan	6	6
D Trotman	5	6
M Wilson	5	6
R Elms	2	2
M Jackson	1	2
R Priestley	1	1
B Cook	0	1
N Lucas	1	2

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**GOVERNANCE STATEMENT (CONTINUED)**

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**REVIEW OF VALUE FOR MONEY**

As accounting officer, the Chief Executive Officer has responsibility for ensuring that the trust delivers good value in the use of public resources. The Chief Executive Officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

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

- Supporting the finance team to implement the change in the budget model (separate of education and operational/commercial budgets); the implementation of GAG pooling and the creation of the ATT AWPU. All this to provide greater financial accountability of Principals and Operational Directorates.
- Strengthening the financial reporting mechanisms at Trustee and local level to be able to identify opportunities to generate efficiency savings.
- The implementation of updated accounting and budgetary systems; to allow for better reporting, budgeting and forecasting.
- Further developing the use of Integrated Curriculum and Financial Planning (ICFP) in full in all academies.
- Bulk contract awards for conditions improvements through estates department.
- Further centralisation of procurement contracts in relation to broadband, telephony and cleaning.
- Development of supply chain partners to secure low rate goods and services reducing reactive maintenance costs.
- Implementation of renewable energy initiatives such as Biomass and Solar technology to reduce carbon footprint, utility costs and secure RHI.
- Move towards centralised/regional delivery models for school improvement.
- Supporting our suppliers, through the application of Procurement Policy Note 02/20, during the pandemic.

**THE PURPOSE OF THE SYSTEM OF INTERNAL CONTROL**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The system of internal control has been in place in Academy Transformation Trust for the year 1 September 2019 to 31 August 2020 and up to the date of approval of the annual report and financial statements.

**CAPACITY TO HANDLE RISK**

The Board of Trustees has reviewed the key risks to which the trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board of Trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the trust's significant risks that has been in place for the year 1 September 2019 to 31 August 2020 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees.

**THE RISK AND CONTROL FRAMEWORK**

The 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;

**ACADEMY TRANSFORMATION TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**GOVERNANCE STATEMENT (CONTINUED)**

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**THE RISK AND CONTROL FRAMEWORK (CONTINUED)**

- regular reviews by the Finance and Resources Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- setting KPIs to measure financial and other performance;
- clearly defined purchasing (asset purchase or capital investment) guidelines within financial regulations;
- delegation of authority and segregation of duties;
- identification and management of risks.

The board of Trustees has considered the need for a specific internal audit function and has decided to appoint Bishop Fleming LLP as internal auditor.

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

- A review of the revised financial regulations and scheme of delegation implemented during the period.

The reviewer has delivered their schedule of work as planned, and matters have been identified and have been addressed.

**REVIEW OF EFFECTIVENESS**

The Chief Executive Officer 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 auditors;
- the work of the external auditors;
- the financial management and governance self-assessment process;
- the work of the executive leaders within the 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 committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

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



**Bernard Dickenson**  
Chair of Trustees  
Date: 07/01/2021



**Debbie Clinton**  
CEO and Accounting Officer

**ACADEMY TRANSFORMATION TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

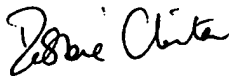
**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**

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As accounting officer for Academy Transformation Trust I have considered my responsibility to notify the trust board of Trustees and the Education & Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the trust, under the funding agreement in place between the 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 2019.

I confirm that I and the board of Trustees are able to identify any material irregular or improper use of all funds by the trust, or material non-compliance with the terms and conditions of funding under the trust's funding agreement and the Academies Financial Handbook 2019.

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.



**Debbie Clinton**  
CEO and Accounting Officer  
Date: 07/01/2021

**ACADEMY TRANSFORMATION TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 31 AUGUST 2020**

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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 Group and the charitable company and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

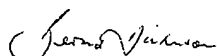
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2019 and the Academies Accounts Direction 2019 to 2020 2019 to 2020;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable 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 group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and 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 Group and the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for ensuring that in their conduct and operation the Group and the charitable company apply financial and other controls, which conform with the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from 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 group'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  
7th January 2021 and signed on its behalf by:



**B Dickenson**  
Chair of Trustees

**ACADEMY TRANSFORMATION TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
ACADEMY TRANSFORMATION TRUST**

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**OPINION**

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

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent trust's affairs as at 31 August 2020 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2019 to 2020 issued by the Education and Skills Funding Agency.

**BASIS FOR OPINION**

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

**CONCLUSIONS RELATING TO GOING CONCERN**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Group's or the parent trust's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**ACADEMY TRANSFORMATION TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

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

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**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 Auditors' report thereon. Other information includes the Reference and administrative details, the Trustees' report including the Strategic report, and the Governance statement. 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.

**OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006**

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

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

**MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

In the light of our knowledge and understanding of the Group and the parent trust and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' 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:

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

**RESPONSIBILITIES OF TRUSTEES**

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

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



**ACADEMY TRANSFORMATION TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

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

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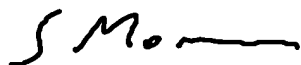
**AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**

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

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 Auditors' report.

**USE OF OUR REPORT**

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



**Simon Morrison FCA (Senior statutory auditor)**

for and on behalf of

**Bishop Fleming LLP**

Chartered Accountants

Statutory Auditors

10 Temple Back

Bristol

BS1 6FL

Date: 8/1/2021

**ACADEMY TRANSFORMATION TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO ACADEMY  
TRANSFORMATION TRUST AND THE EDUCATION & SKILLS FUNDING AGENCY**

In accordance with the terms of our engagement letter dated 15 October 2018 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2019 to 2020, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Academy Transformation Trust during the year 1 September 2019 to 31 August 2020 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 Academy Transformation Trust and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Academy Transformation Trust and ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Academy Transformation Trust and ESFA, for our work, for this report, or for the conclusion we have formed.

**RESPECTIVE RESPONSIBILITIES OF ACADEMY TRANSFORMATION TRUST'S ACCOUNTING  
OFFICER AND THE REPORTING ACCOUNTANT**

The accounting officer is responsible, under the requirements of Academy Transformation Trust's funding agreement with the Secretary of State for Education dated 1 April 2016 and the Academies Financial Handbook, extant from 1 September 2019, 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 2019 to 2020. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the year 1 September 2019 to 31 August 2020 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 Academies Accounts Direction 2019 to 2020 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 trust's income and expenditure.

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

We performed detailed testing based on our assessment of the risk of material irregularity, impropriety and non-compliance. This work was integrated with our audit on the financial statements where appropriate and included analytical review and detailed substantive testing of transactions.

**ACADEMY TRANSFORMATION TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

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

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**CONCLUSION**

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 2019 to 31 August 2020 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



Simon Morrison FCA (Senior statutory auditor)  
**Bishop Fleming LLP**  
Chartered Accountants  
Statutory Auditors  
10 Temple Back  
Bristol  
BS1 6FL

Date:

8 / 1 / 2021

**ACADEMY TRANSFORMATION TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

	Note	Unrestricted funds 2020 £000	Restricted funds 2020 £000	Restricted fixed asset funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
<b>INCOME FROM:</b>						
Donations and capital grants	3	67	-	9,188	9,254	20,322
Charitable activities	4	2,151	73,634	-	75,786	71,498
Other trading activities		768	-	-	768	1,665
Investments	7	13	-	-	13	5
<b>TOTAL INCOME</b>		<b>2,999</b>	<b>73,634</b>	<b>9,188</b>	<b>85,821</b>	<b>93,490</b>
<b>EXPENDITURE ON:</b>						
Raising funds	8	2,305	6	-	2,311	1,102
Charitable activities	9	603	76,153	2,800	79,556	78,814
<b>TOTAL EXPENDITURE</b>		<b>2,908</b>	<b>76,159</b>	<b>2,800</b>	<b>81,867</b>	<b>79,916</b>
<b>NET (EXPENDITURE)/ INCOME</b>		<b>91</b>	<b>(2,525)</b>	<b>6,388</b>	<b>3,954</b>	<b>13,574</b>
Transfers between funds	21	(91)	896	(805)	-	-
<b>NET MOVEMENT IN FUNDS BEFORE OTHER RECOGNISED GAINS/(LOSSES)</b>		<b>-</b>	<b>(1,629)</b>	<b>5,583</b>	<b>3,954</b>	<b>13,574</b>
<b>OTHER RECOGNISED GAINS/(LOSSES):</b>						
Actuarial losses on defined benefit pension schemes	30	-	(4,914)	-	(4,914)	(8,126)
<b>NET MOVEMENT IN FUNDS</b>		<b>-</b>	<b>(6,543)</b>	<b>5,583</b>	<b>(960)</b>	<b>5,448</b>
<b>RECONCILIATION OF FUNDS:</b>						
Total funds brought forward		-	(43,211)	130,461	87,250	81,802
Net movement in funds		-	(6,543)	5,583	(960)	5,448
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>-</b>	<b>(49,754)</b>	<b>136,044</b>	<b>86,290</b>	<b>87,250</b>

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

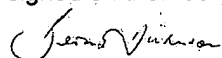
The notes on pages 38 to 69 form part of these financial statements.

**ACADEMY TRANSFORMATION TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**REGISTERED NUMBER:07846852**

**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 AUGUST 2020**

	Note	2020 £000	2019 £000
<b>FIXED ASSETS</b>			
Tangible assets	16	125,430	114,292
<b>CURRENT ASSETS</b>			
Debtors	17	8,181	13,306
Cash at bank and in hand		11,910	10,213
		<u>20,091</u>	<u>23,519</u>
Creditors: amounts falling due within one year	18	(10,217)	(9,462)
<b>NET CURRENT ASSETS</b>		<u>9,874</u>	<u>14,057</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>135,304</u>	<u>128,349</u>
Creditors: amounts falling due after more than one year	19	(23)	(45)
<b>NET ASSETS EXCLUDING PENSION LIABILITY</b>		<u>135,281</u>	<u>128,304</u>
Defined benefit pension scheme liability	30	(48,991)	(41,054)
<b>TOTAL NET ASSETS</b>		<u><u>86,290</u></u>	<u><u>87,250</u></u>
<b>FUNDS OF THE TRUST</b>			
<b>Restricted funds:</b>			
Fixed asset funds	21	136,044	130,461
Restricted income funds	21	(763)	(2,157)
		<u>135,281</u>	<u>128,304</u>
Restricted funds excluding pension liability	21	135,281	128,304
Pension reserve	21	(48,991)	(41,054)
<b>Total restricted funds</b>	21	<u>86,290</u>	<u>87,250</u>
<b>Unrestricted income funds</b>	21	<u>-</u>	<u>-</u>
<b>TOTAL FUNDS</b>		<u><u>86,290</u></u>	<u><u>87,250</u></u>

The financial statements on pages 34 to 69 were approved and authorised for issue by the Trustees and are signed on their behalf, by:



**Bernard Dickenson**  
Chair of Trustees  
Date: 07/01/2021

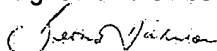
The notes on pages 38 to 69 form part of these financial statements.

**ACADEMY TRANSFORMATION TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**REGISTERED NUMBER:07846852**

**TRUST STATEMENT OF FINANCIAL POSITION**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

	Note	2020 £000	2019 £000
<b>FIXED ASSETS</b>			
Tangible assets	16	125,430	114,292
<b>CURRENT ASSETS</b>			
Debtors	17	8,181	13,324
Cash at bank and in hand		11,910	10,213
		<u>20,091</u>	<u>23,537</u>
Creditors: amounts falling due within one year	18	(10,217)	(9,462)
<b>NET CURRENT ASSETS</b>		<u>9,874</u>	<u>14,075</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>135,304</u>	<u>128,367</u>
Creditors: amounts falling due after more than one year	19	(23)	(45)
<b>NET ASSETS EXCLUDING PENSION LIABILITY</b>		<u>135,281</u>	<u>128,322</u>
Defined benefit pension scheme liability	30	(48,991)	(41,054)
<b>TOTAL NET ASSETS</b>		<u><u>86,290</u></u>	<u><u>87,268</u></u>
<b>FUNDS OF THE TRUST</b>			
<b>Restricted funds:</b>			
Fixed asset funds	21	136,044	130,461
Restricted income funds	21	(763)	(2,139)
Restricted funds excluding pension liability	21	<u>135,281</u>	<u>128,322</u>
Pension reserve	21	(48,991)	(41,054)
<b>Total restricted funds</b>	21	<u>86,290</u>	<u>87,268</u>
<b>Unrestricted income funds</b>	21	<u>-</u>	<u>-</u>
<b>TOTAL FUNDS</b>		<u><u>86,290</u></u>	<u><u>87,268</u></u>

The financial statements on pages 34 to 69 were approved and authorised for issue by the Trustees and are signed on their behalf, by:



**Bernard Dickenson**  
Chair of Trustees  
Date: 07/01/2021

The notes on pages 38 to 69 form part of these financial statements.

**ACADEMY TRANSFORMATION TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 AUGUST 2020**

	<b>Note</b>	<b>2020 £000</b>	<b>2019 £000</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Net cash provided by/(used in) operating activities	23	<b>6,134</b>	(6,971)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	25	<b>(4,386)</b>	12,703
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	24	<b>(51)</b>	(70)
<b>CHANGE IN CASH AND CASH EQUIVALENTS IN THE YEAR</b>		<b>1,697</b>	5,662
Cash and cash equivalents at the beginning of the year		<b>10,213</b>	4,551
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>	26, 27	<b>11,910</b>	10,213

The notes on pages 38 to 69 form part of these financial statements

**ACADEMY TRANSFORMATION TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

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**1. ACCOUNTING POLICIES**

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

**1.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS**

The financial statements of the Trust, which is a public benefit entity under FRS 102, have been prepared under the historic cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2019 to 2020 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

Academy Transformation Trust meets the definition of a public benefit entity under FRS 102.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the trust and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Trust has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

**1.2 GOING CONCERN**

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

At the end of August 2018, the cumulative restricted income reserves of the Trust sat at a significant deficit of £4,075k. Following discussions with the ESFA and a complete revision to our financial strategy the performance of the Trust began to recover, with the Trust recording an in-year surplus in 2019 of £1,918k and reducing the deficit to £2,157k at the end of August 2019. From the 1 September 2019, the financial strategy was further enhanced via the introduction of GAG pooling throughout the Trust to provide fairer funding to our academies; the separation of education and operational budgets for better accountability; and the pooling of reserves as we are one entity. As a result; the Trust recorded an in-year surplus of £1,394k for the year ended 31 August 2020; and thus reduced the former deficit of £2,157k to £763k.

Whilst cumulative restricted income reserves are recovering; both the Executive and Trustees continue to work closely together to ensure that long term financial stability of the Trust is ensured via the future creation of surplus reserves. This will be achieved via the continued development of Integrated Curriculum Financial Planning; centralisation of procurement contracts and implementation of our income generation policy. Trustees will continue to ensure there is appropriate control and oversight to ensure the financial strategy is implemented to return the Trust to a cumulative positive restricted income reserves position.



**ACADEMY TRANSFORMATION TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**1. ACCOUNTING POLICIES (continued)**

**1.2 GOING CONCERN (CONTINUED)**

Having considered this alongside the facts that a largely new Executive team has been in place at the Trust for two years now; and that governance arrangements continue to be strengthened, the board of trustees has a reasonable expectation that the trust has adequate resources to continue in operational existence for the foreseeable future. For this reason it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the trust's Going Concern policy.

**1.3 INCOME**

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

• **Grants**

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

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

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

The 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 Trust controls through lease the site where a development is occurring. The expenditure is capitalised in assets under construction until the project is complete.

• **Donations**

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

• **Other income**

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

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**NOTES TO THE FINANCIAL STATEMENTS  
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**1. ACCOUNTING POLICIES (continued)**

**1.4 EXPENDITURE**

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

- **Expenditure on raising funds**

This includes all expenditure incurred by the Group 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 Group's educational operations, including support costs and costs relating to the governance of the Group apportioned to charitable activities.

All resources expended are inclusive of irrecoverable VAT.

**1.5 INTEREST RECEIVABLE**

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

**1.6 TAXATION**

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

Accordingly, the Trust is potentially exempt from taxation in respect of income or capital gains received within categories covered by 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.

**NOTES TO THE FINANCIAL STATEMENTS  
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**1. ACCOUNTING POLICIES (continued)**

**1.7 TANGIBLE FIXED ASSETS**

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

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the balance sheet at cost and depreciated over their expected useful economic life. Where there are specific conditions attached to the funding requiring the continued use of the asset, the related grants are credited to a restricted fixed asset fund in the consolidated 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 consolidated 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 life, as follows:

Depreciation is provided on the following bases:

Freehold property	- 2% (50 years) straight line
Leasehold property	- 2% (50 years) straight line
Fixtures and fittings	- 10% (10 years) straight line
Computer equipment	- 33% (3 years) straight line
Motor vehicles	- 20% (5 years) straight line

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 consolidated statement of financial activities.

**1.8 DEBTORS**

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

**1.9 CASH AT BANK AND IN HAND**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**1.10 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 Group 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.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**1. ACCOUNTING POLICIES (continued)**

**1.11 FINANCIAL INSTRUMENTS**

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

*Financial assets* - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 17. Prepayments are not financial instruments. Amounts due to the trust's wholly owned subsidiary are held at face value less any impairment. Cash at bank is classified as a basic financial instrument and is measured at face value.

*Financial liabilities* - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in notes 18 and 19. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument. Amounts due to the trust's wholly owned subsidiary are held at face value less any impairment.

**1.12 OPERATING LEASES**

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

**1.13 PENSIONS**

Retirement benefits to employees of the Group 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 Group 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 Group in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the consolidated 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.

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

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**1. ACCOUNTING POLICIES (continued)**

**1.14 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 funds received, paid and any balances held at period end are disclosed in note 31.

**1.15 FUND ACCOUNTING**

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

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

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

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

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 30, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 August 2020. 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.

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**3. INCOME FROM DONATIONS AND CAPITAL GRANTS**

	<b>Unrestricted funds 2020 £000</b>	<b>Restricted funds 2020 £000</b>	<b>Total funds 2020 £000</b>	<b>Total funds 2019 £000</b>
Donations	67	-	<b>67</b>	53
Capital Grants	-	9,188	<b>9,188</b>	20,268
<b>TOTAL 2020</b>	<b>67</b>	<b>9,188</b>	<b>9,255</b>	<b>20,321</b>
<b>TOTAL 2019</b>	<b>53</b>	<b>20,268</b>	<b>20,321</b>	

**4. INCOME FROM CHARITABLE ACTIVITIES**

	<b>Unrestricted funds 2020 £000</b>	<b>Restricted funds 2020 £000</b>	<b>Total funds 2020 £000</b>	<b>Total funds 2019 £000</b>
Education	1,463	73,634	<b>75,097</b>	70,735
Nursery	688	-	<b>688</b>	764
<b>TOTAL 2020</b>	<b>2,151</b>	<b>73,634</b>	<b>75,785</b>	<b>71,499</b>
<b>TOTAL 2019</b>	<b>1,798</b>	<b>69,701</b>	<b>71,499</b>	

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**5. FUNDING FOR THE TRUST'S EDUCATION**

	<b>Unrestricted funds 2020 £000</b>	<b>Restricted funds 2020 £000</b>	<b>Total funds 2020 £000</b>	<b>Total funds 2019 £000</b>
<b>DFE/ESFA GRANTS</b>				
General Annual Grant	-	57,974	<b>57,974</b>	57,735
Other DfE/ESFA grants	-	11,911	<b>11,911</b>	9,065
	-	69,885	<b>69,885</b>	66,800
<b>OTHER GOVERNMENT GRANTS</b>				
Local authority grants	-	3,749	<b>3,749</b>	2,901
	-	3,749	<b>3,749</b>	2,901
<b>OTHER FUNDING</b>				
Internal catering income	547	-	<b>547</b>	929
Other	411	-	<b>411</b>	105
	958	-	<b>958</b>	1,034
<b>EXCEPTIONAL GOVERNMENT FUNDING</b>				
Coronavirus exceptional support	475	-	<b>475</b>	-
Coronavirus Job Retention Scheme Grant	30	-	<b>30</b>	-
<b>TOTAL 2020</b>	<b>1,463</b>	<b>73,634</b>	<b>75,097</b>	<b>70,735</b>
<b>TOTAL 2019</b>	<b>1,034</b>	<b>69,701</b>	<b>70,735</b>	

The Academy Trust has been eligible to claim additional funding in year from government support schemes in response to the coronavirus outbreak. The funding received is shown above under "exceptional government funding".

The funding received for coronavirus exceptional support covers £475k of costs incurred for additional cleaning, premises and free school meals. These costs are included in note 9 below as appropriate.

The Academy Trust furloughed some of its sports & leisure facilities staff under the government's CJRS. The funding received of £30k relates to staff costs in respect of 12 staff which are included within note 11 below as appropriate.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**6. INCOME FROM OTHER TRADING ACTIVITIES**

	<b>Unrestricted funds 2020 £000</b>	<b>Total funds 2020 £000</b>	<b>Total funds 2019 £000</b>
Lettings	249	249	414
School trips	463	463	672
Other	56	56	316
Income from ancillary trading activities	-	-	263
<b>TOTAL 2020</b>	<b>768</b>	<b>768</b>	<b>1,665</b>
<b>TOTAL 2019</b>	<b>1,665</b>	<b>1,665</b>	

**7. INVESTMENT INCOME**

	<b>Unrestricted funds 2020 £000</b>	<b>Total funds 2020 £000</b>	<b>Total funds 2019 £000</b>
Bank interest	13	13	5
<b>TOTAL 2019</b>	<b>5</b>	<b>5</b>	



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**NOTES TO THE FINANCIAL STATEMENTS**  
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**8. EXPENDITURE**

	<b>Staff Costs</b>	<b>Premises</b>	<b>Other</b>	<b>Total</b>	<b>Total</b>
	<b>2020</b>	<b>2020</b>	<b>2020</b>	<b>2020</b>	<b>2019</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Expenditure on fundraising trading:					
Direct costs	-	-	2,311	<b>2,311</b>	1,102
Education:					
Direct costs	52,172	-	5,499	<b>57,671</b>	50,599
Support costs	10,167	8,280	3,317	<b>21,764</b>	27,868
Nursery:					
Direct costs	120	-	1	<b>121</b>	347
<b>TOTAL 2020</b>	<b>62,459</b>	<b>8,280</b>	<b>11,128</b>	<b>81,867</b>	<b>79,916</b>
<b>TOTAL 2019</b>	<b>57,726</b>	<b>4,452</b>	<b>17,738</b>	<b>79,916</b>	

**9. ANALYSIS OF EXPENDITURE BY ACTIVITIES**

	<b>Activities undertaken directly</b>	<b>Support costs</b>	<b>Total funds</b>	<b>Total funds</b>
	<b>2020</b>	<b>2020</b>	<b>2020</b>	<b>2019</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Education	57,671	21,764	<b>79,435</b>	78,467
Nursery	121	-	<b>121</b>	347
<b>TOTAL 2020</b>	<b>57,792</b>	<b>21,764</b>	<b>79,556</b>	<b>78,814</b>
<b>TOTAL 2019</b>	<b>50,947</b>	<b>27,867</b>	<b>78,814</b>	

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**9. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)**

**Analysis of direct costs**

	<b>Education 2020 £000</b>	<b>Nursery 2020 £000</b>	<b>Total funds 2020 £000</b>	<b>Total funds 2019 £000</b>
Pension finance costs	609	-	<b>609</b>	336
Staff costs	51,033	120	<b>51,153</b>	44,868
Educational supplies	527	1	<b>528</b>	550
Examination fees	895	-	<b>895</b>	888
Staff development	171	-	<b>171</b>	232
Other costs	1,395	-	<b>1,395</b>	1,430
Supply teachers	1,139	-	<b>1,139</b>	1,284
Security and transport	-	-	<b>-</b>	194
Technology costs	631	-	<b>631</b>	529
Educational consultancy	1,271	-	<b>1,271</b>	636
<b>TOTAL 2020</b>	<b>57,671</b>	<b>121</b>	<b>57,792</b>	<b>50,947</b>
<b>TOTAL 2019</b>	<b>50,600</b>	<b>347</b>	<b>50,947</b>	

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**9. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)**

**Analysis of support costs**

	<b>Total funds 2020 £000</b>	<b>Total funds 2019 £000</b>
Pension finance costs	156	444
Staff costs	10,127	11,398
Depreciation	2,800	3,549
Other costs	496	(74)
Supply teachers	41	43
Recruitment and support	376	225
Maintenance of premises and equipment	1,953	3,126
Cleaning	1,452	910
Rent and rates	388	387
Energy costs	1,286	1,207
Insurance	401	373
Security and transport	233	116
Catering	35	2,344
Technology costs	1,078	1,381
Office overheads	827	883
Legal and professional	7	1,453
Bank interest and charges	3	5
Governance	105	97
<b>TOTAL 2020</b>	<b>21,764</b>	<b>27,867</b>

**10. EXCEPTIONAL EXPENDITURE**

Included in staff costs within support costs is a charge of £1,554,000 to cover the probable impact of historical pay calculation differences.

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**11. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) for the year includes:

	2020 £000	2019 £000
Operating lease rentals	168	204
Depreciation of tangible fixed assets	2,800	3,550
Fees paid to auditors for:		
- audit	47	46
- other services	12	12
	<u>          </u>	<u>          </u>

**12. STAFF**

**a. STAFF COSTS**

Staff costs during the year were as follows:

	Group 2020 £000	Group 2019 £000	Academy 2020 £000	Academy 2019 £000
Wages and salaries	45,078	42,401	45,078	42,401
Social security costs	4,379	4,190	4,379	4,190
Pension costs	11,703	9,414	11,703	9,414
	<u>61,160</u>	<u>56,005</u>	<u>61,160</u>	<u>56,005</u>
Agency staff costs	1,180	1,327	1,180	1,327
Staff restructuring costs	119	263	119	263
MHSS staff costs	-	133	-	-
	<u>62,459</u>	<u>57,728</u>	<u>62,459</u>	<u>57,595</u>

Staff restructuring costs comprise:

	Group 2020 £000	Group 2019 £000	Academy 2020 £000	Academy 2019 £000
Redundancy payments	7	101	7	101
Severance payments	112	162	112	162
	<u>119</u>	<u>263</u>	<u>119</u>	<u>263</u>

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

Included in staff restructuring costs are non-statutory/non-contractual severance payments totalling £112k (2019: £162k). Individually, the payments were: £2k, £10k, £10k, £6k, £10k, £5k, £5k, £46k, £6k and £12k.

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

**12. STAFF (CONTINUED)**

**c. STAFF NUMBERS**

The average number of persons employed by the Group and the Trust during the year was as follows:

	<b>Group 2020 No.</b>	<b>Group 2019 No.</b>
Teachers	<b>705</b>	676
Administration and support	<b>1,116</b>	1,139
Management	<b>91</b>	111
	<b>1,912</b>	1,926

The average headcount expressed as full-time equivalents was:

	<b>Group 2020 No.</b>	<b>Group 2019 No.</b>
Teachers	<b>635</b>	582
Administration and support	<b>605</b>	583
Management	<b>88</b>	110
	<b>1,328</b>	1,275

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**NOTES TO THE FINANCIAL STATEMENTS  
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**12. STAFF (CONTINUED)**

**d. HIGHER PAID STAFF**

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

	<b>Group 2020 No.</b>	<b>Group 2019 No.</b>
In the band £60,001 - £70,000	<b>15</b>	18
In the band £70,001 - £80,000	<b>12</b>	12
In the band £80,001 - £90,000	<b>5</b>	4
In the band £90,001 - £100,000	<b>4</b>	2
In the band £100,001 - £110,000	<b>1</b>	5
In the band £110,001 - £120,000	<b>2</b>	-
In the band £120,001 - £130,000	<b>1</b>	-
In the band £130,001 - £140,000	<b>2</b>	-
In the band £170,001 - £180,000	-	1
In the band £180,001 - £190,000	<b>1</b>	-
	<hr/> <hr/>	<hr/> <hr/>

**e. KEY MANAGEMENT PERSONNEL**

The key management personnel of the Trust comprise the Trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the trust was £1,263,221 (2019: £686,122).

**13. CENTRAL SERVICES**

From 1 September 2019, the budget model, and in line with the funding agreement, was revised to encapsulate GAG pooling. As a result, central services were no longer charged separately to the local academies. The Trust has provided the following central and operational services to its academies during the year:

- Chief Executives Office
- Business planning and strategy
- Educational improvement
- Governance and legal
- Internal and external communications (including marketing)
- Human Resources
- The ATT institute - delivery CPD and training
- ICT
- Estates
- Procurement
- Finance

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**NOTES TO THE FINANCIAL STATEMENTS  
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**14. TRUSTEES' REMUNERATION AND EXPENSES**

During the year, no Trustees received any remuneration or other benefits (2019 - £NIL).

During the year ended 31 August 2020, expenses totalling £1,179 were reimbursed or paid directly to 4 Trustees (2019 - £145 to 1 Trustee). The nature of these expenses were in relation to travel and subsistence.

**15. TRUSTEES' AND OFFICERS' INSURANCE**

In accordance with normal commercial practice, the Trust has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business. The insurance provides cover up to £2,000,000 on any one claim and the cost for the year ended 31 August 2020 was £5,645 (2019: £5,375). The cost of this insurance is included in the total insurance cost.

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**16. TANGIBLE FIXED ASSETS**

**GROUP AND ACADEMY**

	Freehold property £000	Long- term leasehold property £000	Assets under construc- tion £000	Furniture and equipment £000	Computer equipment £000	Motor vehicles £000	Total £000
<b>COST OR VALUATION</b>							
At 1 September 2019 (as previously stated)	20,003	105,084	-	2,082	2,541	15	129,725
Prior Year Adjustment	5,311	(5,311)	-	-	-	-	-
At 1 September 2019 (as restated)	25,314	99,773	-	2,082	2,541	15	129,725
Additions	1,091	4,170	8,187	-	490	-	13,938
At 31 August 2020	26,405	103,943	8,187	2,082	3,031	15	143,663
<b>DEPRECIATION</b>							
At 1 September 2019 (as previously stated)	2,113	10,650	-	513	2,143	15	15,434
Prior Year Adjustment	54	(54)	-	-	-	-	-
At 1 September 2019 (as restated)	2,167	10,596	-	513	2,143	15	15,434
Charge for the year	424	1,787	-	185	404	-	2,800
At 31 August 2020	2,591	12,383	-	698	2,547	15	18,234
<b>NET BOOK VALUE</b>							
At 31 August 2020	23,814	91,560	8,187	1,384	484	-	125,429
At 31 August 2019 (as restated)	23,147	89,177	-	1,569	399	-	114,292



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**17. DEBTORS**

	<b>Group 2020 £000</b>	<b>Group 2019 £000</b>	<b>Academy 2020 £000</b>	<b>Academy 2019 £000</b>
Trade debtors	182	417	182	417
Amounts owed by group undertakings	-	-	-	17
Other debtors	12	9	12	10
Prepayments and accrued income	7,096	11,760	7,096	11,760
VAT recoverable	891	1,120	891	1,120
	<b>8,181</b>	<b>13,306</b>	<b>8,181</b>	<b>13,324</b>

**18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>Group 2020 £000</b>	<b>Group 2019 £000</b>	<b>Academy 2020 £000</b>	<b>Academy 2019 £000</b>
ESFA loans	24	53	24	53
Trade creditors	1,821	3,025	1,821	3,025
Other taxation and social security	1,037	1,091	1,037	1,091
Other creditors	1,989	1,009	1,989	1,009
Accruals and deferred income	5,346	4,284	5,346	4,284
	<b>10,217</b>	<b>9,462</b>	<b>10,217</b>	<b>9,462</b>

ESFA loans of £24k (2019: £53k) from the ESFA are included in creditors due within one year. The loans are repayable in six-monthly installments and mature between March 2021 and March 2022. All loans have a NIL% interest rate.

	<b>Group 2020 £000</b>	<b>Group 2019 £000</b>	<b>Academy 2020 £000</b>	<b>Academy 2019 £000</b>
Deferred income at 1 September 2019	1,091	979	1,091	979
Resources deferred during the year	1,059	1,091	1,059	1,091
Amounts released from previous periods	(1,091)	(979)	(1,091)	(979)
	<b>1,059</b>	<b>1,091</b>	<b>1,059</b>	<b>1,091</b>

Deferred income at the year end relates to Universal Infant Free School Meals, rates relief, SEN funding, PE & Sports and other grants that were funded in advance.

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**19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	<b>Group</b>	<b>Group</b>	<b>Academy</b>	<b>Academy</b>
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
ESFA loans	<b>23</b>	<b>45</b>	<b>23</b>	<b>45</b>

ESFA loans of £23k (2019: £45k) from the ESFA are included in creditors due after more than one year. The loans are repayable in six-monthly installments and mature between March 2021 and March 2022. All loans have a NIL% interest rate.

**20. FINANCIAL INSTRUMENTS**

	<b>Group</b>	<b>Group</b>	<b>Academy</b>	<b>Academy</b>
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>FINANCIAL ASSETS</b>				
Financial assets that are measured at fair value through statement of financial activities	<b>11,910</b>	10,213	<b>11,910</b>	10,213
Financial assets measured at amortised cost	<b>6,460</b>	11,112	<b>6,460</b>	11,112
	<b>18,370</b>	<b>21,325</b>	<b>18,370</b>	<b>21,325</b>

**FINANCIAL LIABILITIES**

Financial liabilities measured at amortised cost	<b>7,089</b>	10,349	<b>7,089</b>	10,349
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Financial assets measured at fair value through income and expenditure comprise cash at bank and in hand.

Financial assets measured at amortised cost comprise trade debtors, other debtors, amounts owed by group undertakings and accrued income.

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

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**21. STATEMENT OF FUNDS**

	Balance at 1 September 2019 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2020 £000
<b>UNRESTRICTED FUNDS</b>						
General Funds - all funds	-	2,999	(2,908)	(91)	-	-
<b>RESTRICTED GENERAL FUNDS</b>						
General Annual Grant (GAG)	(2,157)	57,973	(57,475)	896	-	(763)
Pupil premium	-	4,324	(4,324)	-	-	-
Other ESFA	-	7,587	(7,587)	-	-	-
Other government grants	-	3,750	(3,750)	-	-	-
Pension reserve	(41,054)	-	(3,023)	-	(4,914)	(48,991)
	<u>(43,211)</u>	<u>73,634</u>	<u>(76,159)</u>	<u>896</u>	<u>(4,914)</u>	<u>(49,754)</u>
<b>RESTRICTED FIXED ASSET FUNDS</b>						
Fixed assets transferred on conversion	89,844	-	(1,801)	-	-	88,043
Fixed assets purchased from GAG and other restricted funds	908	-	(18)	-	-	890
DfE/ESFA grants	39,159	9,188	(969)	(805)	-	46,573
Private sector capital grant	550	-	(12)	-	-	538
	<u>130,461</u>	<u>9,188</u>	<u>(2,800)</u>	<u>(805)</u>	<u>-</u>	<u>136,044</u>
<b>TOTAL RESTRICTED FUNDS</b>	<u>87,250</u>	<u>82,822</u>	<u>(78,959)</u>	<u>91</u>	<u>(4,914)</u>	<u>86,290</u>
<b>TOTAL FUNDS</b>	<u>87,250</u>	<u>85,821</u>	<u>(81,867)</u>	<u>-</u>	<u>(4,914)</u>	<u>86,290</u>

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

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

**RESTRICTED FUNDS:**

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

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

Other ESFA grants - Income from the ESFA which has been received for specific purposes.

Other government grants - Income from other government sources which has been received for specific purposes.

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

**RESTRICTED FIXED ASSET FUNDS:**

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

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

DfE/ESFA Capital grants - This represents funding from the ESFA to cover maintenance and purchase of the schools assets.

Private sector capital sponsorship - This represents funding from the private sector to cover maintenance and purchase of the schools assets.

Included in DfE/ESFA capital grants is School Condition Allocation (SCA) income. This is initially recognised in the restricted fixed asset fund with a proportion transferred to the restricted fund, representing the amounts on revenue expenditure.

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**21. STATEMENT OF FUNDS (CONTINUED)**

**Total funds analysis by academy**

Fund balances at 31 August 2020 were allocated as follows:

	<b>2020 £000</b>	<b>2019 £000</b>
Beck Row	-	95
Bristnall Hall	-	829
Caldmore Village	-	587
Great Heath	-	361
Iceni	-	(1,407)
Jubilee	-	678
Kingsmoor	-	62
Mark Hall	-	(1,824)
Mildenhall	-	538
North Walsall Primary	-	117
Phoenix	-	323
Pool Hayes	-	881
Queen Elizabeth	-	503
Ravens	-	485
Star	-	(78)
Sun	-	354
Sutton	-	(346)
The Dukeries	-	(2,365)
The Hathaway	-	805
The Nicholas Hammond	-	(1,559)
Westbourne	-	241
ATT FE	-	(1,123)
Central services	<b>(763)</b>	<b>(314)</b>
Total before fixed asset funds and pension reserve	<b>(763)</b>	<b>(2,157)</b>
Restricted fixed asset fund	<b>136,044</b>	<b>130,461</b>
Pension reserve	<b>(48,991)</b>	<b>(41,054)</b>
<b>TOTAL</b>	<b>86,290</b>	<b>87,250</b>

From the 1 September 2019, the Trust amended its financial operating model such that GAG income and revenue reserves are pooled at the Trust level. As a result, funds held by individual academies are no longer separately monitored. The ability to GAG pool has allowed the Trust to continue its recovery from a deficit position and to head towards financially stability.

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

**TOTAL COST ANALYSIS BY ACADEMY**

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

	Teaching and educational support staff costs £000	Other support staff costs £000	Educational supplies £000	Other costs excluding depreciation £000	Total 2020 £000	Total 2019 £000
Beck Row	60	36	7	787	890	999
Bristnall Hall	408	349	(31)	5,505	6,231	6,516
Caldmore Village	137	60	9	1,731	1,937	2,164
Great Heath	88	32	6	2,024	2,150	2,228
Iceni	158	276	24	2,904	3,362	3,617
Jubilee	55	64	12	1,034	1,165	1,276
Kingsmoor	84	117	8	1,292	1,501	1,522
Mark Hall	215	403	86	3,542	4,246	4,318
Mildenhall	343	461	38	5,126	5,968	6,138
North Walsall Primary	59	105	5	1,105	1,274	1,407
Phoenix	86	222	7	1,060	1,375	1,477
Pool Hayes	142	362	23	5,555	6,082	6,956
Queen Elizabeth	89	282	13	3,163	3,547	3,764
Ravens	120	34	13	1,717	1,884	2,084
Star	61	26	8	911	1,006	1,163
Sun	52	37	9	874	972	1,043
Sutton	127	470	14	3,944	4,555	4,594
The Dukeries	249	325	21	3,554	4,149	4,626
The Hathaway	165	218	22	3,612	4,017	4,537
The Nicholas Hammond	130	273	23	2,903	3,329	3,502
Westbourne	214	245	37	4,987	5,483	6,067
ATT FE	77	162	6	1,416	1,661	1,873
Mark Hall Sports Services	-	-	-	-	-	19
Central services	920	5	259	11,099	12,283	1,277
<b>TRUST</b>	<b>4,039</b>	<b>4,564</b>	<b>619</b>	<b>69,845</b>	<b>79,067</b>	<b>73,167</b>

**ACADEMY TRANSFORMATION TRUST  
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**21. STATEMENT OF FUNDS (CONTINUED)**

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

	Balance at 1 September 2018 £000	As restated Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2019 £000
<b>UNRESTRICTED FUNDS</b>						
General Funds - all funds	-	3,521	(3,862)	341	-	-
<b>RESTRICTED GENERAL FUNDS</b>						
General Annual Grant (GAG)	(4,075)	57,685	(57,617)	1,850	-	(2,157)
Pupil premium	-	4,246	(4,246)	-	-	-
Other ESFA	-	4,819	(4,819)	-	-	-
Other government grants	-	2,951	(2,951)	-	-	-
Pension reserve	(30,056)	-	(2,872)	-	(8,126)	(41,054)
	<u>(34,131)</u>	<u>69,701</u>	<u>(72,505)</u>	<u>1,850</u>	<u>(8,126)</u>	<u>(43,211)</u>
<b>RESTRICTED FIXED ASSET FUNDS</b>						
Fixed assets transferred on conversion	92,681	-	(2,837)	-	-	89,844
Fixed assets purchased from GAG and other restricted funds	937	-	(29)	-	-	908
DfE/ESFA grants	21,748	20,268	(666)	(2,191)	-	39,159
Private sector capital grant	567	-	(17)	-	-	550
	<u>115,933</u>	<u>20,268</u>	<u>(3,549)</u>	<u>(2,191)</u>	<u>-</u>	<u>130,461</u>
<b>TOTAL RESTRICTED FUNDS</b>	<u>81,802</u>	<u>89,969</u>	<u>(76,054)</u>	<u>(341)</u>	<u>(8,126)</u>	<u>87,250</u>
<b>TOTAL FUNDS</b>	<u>81,802</u>	<u>93,490</u>	<u>(79,916)</u>	<u>-</u>	<u>(8,126)</u>	<u>87,250</u>

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**NOTES TO THE FINANCIAL STATEMENTS  
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**22. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT PERIOD**

	<b>Restricted funds 2020 £000</b>	<b>Restricted fixed asset funds 2020 £000</b>	<b>Total funds 2020 £000</b>
Tangible fixed assets	-	125,430	<b>125,430</b>
Current assets	9,011	11,080	<b>20,091</b>
Creditors due within one year	(9,751)	(466)	<b>(10,217)</b>
Creditors due in more than one year	(23)	-	<b>(23)</b>
Provisions for liabilities and charges	(48,991)	-	<b>(48,991)</b>
<b>TOTAL</b>	<b>(49,754)</b>	<b>136,044</b>	<b>86,290</b>

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR PERIOD**

	<b>Restricted funds 2019 £000</b>	<b>Restricted fixed asset funds 2019 £000</b>	<b>Total funds 2019 £000</b>
Tangible fixed assets	-	114,292	<b>114,292</b>
Current assets	6,201	17,318	<b>23,519</b>
Creditors due within one year	(8,358)	(1,104)	<b>(9,462)</b>
Creditors due in more than one year	-	(45)	<b>(45)</b>
Provisions for liabilities and charges	(41,054)	-	<b>(41,054)</b>
<b>TOTAL</b>	<b>(43,211)</b>	<b>130,461</b>	<b>87,250</b>



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**NOTES TO THE FINANCIAL STATEMENTS  
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**23. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	<b>2020</b>	2019
	<b>£000</b>	£000
Net income for the period (as per Statement of financial activities)	<b>3,954</b>	13,574
<b>ADJUSTMENTS FOR:</b>		
Depreciation	<b>2,800</b>	3,550
Capital grants from DfE and other capital income	<b>(9,539)</b>	(20,218)
Interest receivable	<b>(13)</b>	(5)
Defined benefit pension scheme cost less contributions payable	<b>2,258</b>	2,092
Defined benefit pension scheme finance cost	<b>765</b>	780
Decrease/(increase) in debtors	<b>5,125</b>	(10,418)
Increase in creditors	<b>784</b>	3,674
<b>NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES</b>	<b>6,134</b>	(6,971)

**24. CASH FLOWS FROM FINANCING ACTIVITIES**

	<b>Group</b>	Group
	<b>2020</b>	2019
	<b>£000</b>	£000
Repayments of borrowing	<b>(51)</b>	(70)
<b>NET CASH USED IN FINANCING ACTIVITIES</b>	<b>(51)</b>	(70)

**25. CASH FLOWS FROM INVESTING ACTIVITIES**

	<b>Group</b>	Group
	<b>2020</b>	2019
	<b>£000</b>	£000
Interest received	<b>13</b>	5
Purchase of tangible fixed assets	<b>(13,938)</b>	(7,520)
Capital grants from DfE Group	<b>9,539</b>	20,218
<b>NET CASH (USED IN)/PROVIDED BY INVESTING ACTIVITIES</b>	<b>(4,386)</b>	12,703

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**26. ANALYSIS OF CASH AND CASH EQUIVALENTS**

	<b>Group 2020 £000</b>	<b>Group 2019 £000</b>
Cash in hand	<b>11,910</b>	10,213
<b>TOTAL CASH AND CASH EQUIVALENTS</b>	<b>11,910</b>	10,213

**27. ANALYSIS OF CHANGES IN NET DEBT**

	<b>At 1 September 2019 £000</b>	<b>Cash flows £000</b>	<b>Other movements £000</b>	<b>At 31 August 2020 £000</b>
Cash at bank and in hand	<b>10,213</b>	<b>1,697</b>	-	<b>11,910</b>
Debt due within 1 year	<b>(53)</b>	<b>51</b>	<b>(22)</b>	<b>(24)</b>
Debt due after 1 year	<b>(45)</b>	-	<b>22</b>	<b>(23)</b>
	<b>10,115</b>	<b>1,748</b>	-	<b>11,863</b>

**28. CAPITAL COMMITMENTS**

	<b>Group 2020 £000</b>	<b>Group 2019 £000</b>	<b>Academy 2020 £000</b>	<b>Academy 2019 £000</b>
<b>CONTRACTED FOR BUT NOT PROVIDED IN THESE FINANCIAL STATEMENTS</b>				
Acquisition of tangible fixed assets	<b>2,309</b>	11,416	<b>2,309</b>	11,416

**29. PRIOR YEAR ADJUSTMENT**

An adjustment has been raised to reclassify between the amounts bought forward on the cost of freehold land & buildings and long-term leasehold land & buildings. The overall impact on the fixed asset net book value is £Nil. There has been no changes to opening reserves. More details of this adjustment can be seen at note 16.

**30. PENSION COMMITMENTS**

The 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 Norfolk Pension Fund, West Midlands Pension Fund, Essex Pension Fund, Staffordshire Pension Fund, Suffolk Pension Fund, Nottinghamshire County Council Pension Fund and Warwickshire Pension Fund. Both are multi-employer defined benefit schemes.

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**30. PENSION COMMITMENTS (CONTINUED)**

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

Contributions amounting to £1,008,400 were payable to the schemes at 31 August 2020 (2019 - £877,954) and are included within creditors.

**TEACHERS' PENSION SCHEME**

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

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

**VALUATION OF THE TEACHERS' PENSION SCHEME**

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

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

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

The employer's pension costs paid to TPS in the year amounted to £6,313,813 (2019 - £4,137,929).

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

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

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**30. PENSION COMMITMENTS (CONTINUED)**

**LOCAL GOVERNMENT PENSION SCHEME**

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2020 was £4,095,000 (2019 - £3,731,000), of which employer's contributions totalled £3,309,000 (2019 - £2,994,000) and employees' contributions totalled £ 786,000 (2019 - £737,000). The agreed contribution rates for future years are 18.3 - 29.5 per cent for employers and 5.5 - 12.5 per cent for employees.

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

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

**Principal actuarial assumptions**

	<b>2020</b>	<b>2019</b>
	<b>%</b>	<b>%</b>
Rate of increase in salaries	<b>2.8</b>	<b>3.1</b>
Rate of increase for pensions in payment/inflation	<b>2.5</b>	<b>2.3</b>
Discount rate for scheme liabilities	<b>1.7</b>	<b>1.9</b>

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

	<b>2020</b>	<b>2019</b>
	<b>Years</b>	<b>Years</b>
<i>Retiring today</i>		
Males	<b>21.8</b>	<b>21.3</b>
Females	<b>24.0</b>	<b>23.6</b>
<i>Retiring in 20 years</i>		
Males	<b>22.9</b>	<b>22.6</b>
Females	<b>25.5</b>	<b>25.2</b>

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**30. PENSION COMMITMENTS (CONTINUED)**

The Group's share of the assets in the scheme was:

	2020 £000	2019 £000
Equities	23,734	21,508
Corporate bonds	7,400	7,045
Property	3,957	4,550
Cash	1,921	945
Other	3,747	2,886
<b>Total market value of assets</b>	<b>40,759</b>	<b>36,934</b>

The actual return on scheme assets was £1,832,000 (2019: £2,093,000).

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

	2020 £000	2019 £000
Current service cost	(5,465)	(4,332)
Past service cost	(102)	(754)
Interest income	716	908
Interest cost	(1,481)	(1,680)
<b>Total</b>	<b>(6,332)</b>	<b>(5,858)</b>

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

	2020 £000	2019 £000
<b>AT 1 SEPTEMBER</b>	<b>78,017</b>	<b>62,628</b>
Current service cost	5,465	4,332
Interest cost	1,481	1,680
Employee contributions	786	737
Actuarial losses/(gains)	4,635	9,204
Benefits paid	(770)	(768)
Past service costs	102	754
Settlements	-	(871)
Other costs	34	321
<b>AT 31 AUGUST</b>	<b>89,750</b>	<b>78,017</b>

**ACADEMY TRANSFORMATION TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**30. PENSION COMMITMENTS (CONTINUED)**

Changes in the fair value of the Group's share of scheme assets were as follows:

	<b>2020 £000</b>	<b>2019 £000</b>
<b>AT 1 SEPTEMBER</b>	<b>36,963</b>	<b>32,572</b>
Interest income	761	908
Actuarial gains	(279)	1,078
Employer contributions	3,309	2,994
Employee contributions	786	737
Benefits paid	(770)	(768)
Settlements	-	(550)
Admin expenses	(11)	(8)
<b>AT 31 AUGUST</b>	<b>40,759</b>	<b>36,963</b>

**31. OPERATING LEASE COMMITMENTS**

At 31 August 2020 the Group and the trust had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>Group 2020 £000</b>	<b>Group 2019 £000</b>	<b>Academy 2020 £000</b>	<b>Academy 2019 £000</b>
Not later than 1 year	130	168	130	168
Later than 1 year and not later than 5 years	199	236	199	236
	<b>329</b>	<b>404</b>	<b>329</b>	<b>404</b>

**32. 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.

**33. RELATED PARTY TRANSACTIONS**

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

**ACADEMY TRANSFORMATION TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**34. AGENCY ARRANGEMENTS**

The Trust distributes 16-19 bursary funds to students as an agent for ESFA. In the accounting period ended 31 August 2019 the Trust received £111,460 (2019: £18,733) and disbursed £75,490 (2019: £16,300) from the fund. An amount of £38,403 (2019: £2,433) is included in other creditors relating to undistributed funds that is repayable to ESFA.

**35. GENERAL INFORMATION**

Academy Transformation Trust is a company limited by guarantee, incorporated in England and Wales. The registered office is Emmanuel Court, Reddicroft, Sutton Coldfield, B73 6AZ.

**36. POST BALANCE SHEET EVENTS**

On 22nd September 2020, Mark Hall Sports Services the sole subsidiary company was dissolved.

Following the publication of the Ofsted inspection report into Mark Hall Academy in June 2020, the Regional Schools Commissioner (RSC) issued the Trust with a 'Termination Warning Notice'. The RSC decided over the summer of 2020, that a transfer should take place and identified BMAT Education (BMAT) as its preferred new trust. Following engagement with the Boards of Trustees of both ATT and BMAT, the RSC's Headteacher Board supported the proposed transfer at its meeting on 22 October 2020. It is expected that the transfer between the two trusts will take place swiftly and smoothly in the early part of 2021. Both ATT and BMAT are absolutely committed to ensuring that the first priority in this work is maintaining educational stability for the pupils and parents of Mark Hall and the wellbeing and security of the academy's workforce.