

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by guarantee)

Annual Report and Financial Statements

Year ended 31 August 2019

Company Registration Number:
06336693 (England and Wales)

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by guarantee)

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REFERENCE AND ADMINISTRATIVE DETAILS

| Members | Appointed | Resigned |
|----------------|------------------|-----------------|
| A Savell-Boss | 05/10/2011 | |
| A Price | 21/02/2012 | |
| J Evans | 12/07/2016 | |
| J Nair | 03/08/2016 | |
| Z Akhtar | 12/07/2016 | |

| Trustee | Status | Committees | Appointed | Resigned |
|------------------------------|----------------------|---|--------------------------|-----------------|
| A Savell-Boss Board Chair | Trustee | Resources Remuneration and Performance Management | 21/10/15 Re-appointed | |
| M Conway-Jones | Trustee | Standards and Performance SCA Audit Resources | 12/07/16 Re-appointed | |
| Sir M Grundy | Trustee (Ex-Officio) | Resources | 07/08/07 | |
| Z Akhtar | Trustee | Standards and Performance HPA Audit Resources | 02/05/17 Re-appointed | |
| J Nair Board Vice Chair | Trustee | Audit Remuneration and Performance Management Resources | 17/07/18 Re-appointed | |
| K Egan | Trustee | Remuneration and Performance Management Audit Resources | 18/03/19 Re-appointed | |
| J Anandou | Trustee | Audit Resources | 21/10/15 | |
| M Zafar | Trustee | Audit | 12/07/16 | 31/10/18 |
| D Hodson | Trustee | Audit Standards and Performance TCA Resources | 01/09/17 | 13/06/19 |
| S Gardner | Trustee | Audit | 11/12/18 | 16/05/19 |

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REFERENCE AND ADMINISTRATIVE DETAILS

Company Secretary

I Foyle

Trust Strategy Team

Sir Mark Grundy

J Kellas

D Irish

G Faux

M Adams

Lady Kirsty Grundy

Chief Executive Officer

Finance and Compliance Director

Secondary Director of Education

Vice-Principal and COO of Shireland Learning Ltd

HR Director

Primary Director of Education

Principal and Registered Office Waterloo Road
Smethwick
West Midlands
B66 4ND

Company Registration Number 06336693 (England and Wales)

Independent Auditor BDO
Two Snowhill
Birmingham
B4 6GA

Bankers the Co-operative Bank Plc
118 – 120 Colmore Row
Birmingham
B3 3BA

Solicitors Browne Jacobson
44 Castle Gate
Nottingham
NG1 7BJ

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REPORT OF THE TRUSTEES
31 August 2019

The Trustees present their report together with the financial statements of the charitable company for the year ending 31st August 2019. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

Shireland Collegiate Academy Trust's head office is at Shireland Collegiate Academy. The Articles of Association enable the Trust to operate on a federal basis and to include more than one Academy. The academy trust operates two secondary academies and two primary academies. Two primary and one secondary are within Sandwell and the other secondary is within Dudley.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

Shireland Collegiate Academy Trust (S-CAT) is the legal entity, which governs the four Academies within the Trust and a subsidiary company Shireland Learning Ltd (SLL). The four Academies are Shireland Collegiate Academy, Holyhead Primary Academy, Tameside Primary Academy and Thorns Collegiate Academy.

Shireland Collegiate Academy Trust is a company limited by guarantee with no share capital. It was incorporated on 7 August 2007 and was registered as a charity on 6 February 2008. S-CAT is an exempt charity whose Principal Regulator is the Secretary of State for Education. S-CAT commenced operations on 1 September 2007. The charitable company's Memorandum and Articles of Association are its primary governing documents. The current Articles of Association were adopted in November 2017. The Trust has adopted the Model Articles recommended by the Department for Education. Members of the charitable company are the original signatories of the Memorandum of Association who are still Members (the Sponsor body) and any persons appointed by Special Resolution of the Members.

The Trustees are directors of the charitable company for the purposes of the Companies Act 2006 and Trustees for the purposes of charity legislation. The details of the Trustees who served throughout the year are included in the references and administrative details on page 3.

The Articles allow the Trust to establish Local Governing Bodies for each Academy within its control. These Local Governing Bodies are called Standards, and Performance Committees. Their role includes the monitoring of the performance of the Academies and the implementation of policies agreed by the Trust Board. The Standards and Performance Committees each comprise up to nine governors, which include trustees, family and staff members.

Members' liability

Each Member of the charitable company undertakes to contribute to the assets of the charitable 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.

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Trustees Indemnities

Subject to the provisions of the Companies Act 2006, every Trustee, Governor or other officer or auditor of the Academy shall be indemnified out of the assets of the Academy against any liability incurred by them in that capacity in defending any proceedings, whether civil or criminal, in which judgement is given in favour or in which they are acquitted or in connection with any application in which relief is granted to them by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Academy. The Academy has a third-party indemnity in place for all Trustees.

Principal Activities

The Articles of Association describe the Academy Trust's purposes which include: 'to advance for the public benefit education in the United Kingdom, in particular... by establishing, maintaining, carrying on, managing and developing schools offering a broad and balanced curriculum.'

Under the terms of the Funding Agreements agreed with the Department for Education (DFE), the Academies provide a broad educational curriculum for pupils of different abilities who are drawn mainly from the local area. The Trust has a development plan which describes the Trust's aims, objectives and targets in respect of school improvement, governance, financial health and compliance, people and leadership. Each Academy has its own Raising Attainment Plan (RAP) with objectives and targets that derive from those of the Trust and focus on improving the quality of delivery, enhancing levels of engagement, progress for all, and partners in learning. The Trust and the individual Academies' RAPs are approved annually by the Board of Trustees. Plans at all levels are Supported with risk management plans and the annual budget.

The Raising Achievement Plans state how the Academies will unlock the potential of pupils, promote their well-being, raise aspirations and self-esteem and achieve high standards. Each Academy is at the heart of its community, promoting community cohesion and sharing facilities with other schools and the wider community, developing new directions for teaching and learning and establishing continuous improvements in standards. The admissions policy and arrangements for the Academies are in accordance with admissions law and the DfE Code of Practice, as they apply to maintained schools.

Shireland Collegiate Academy Trust has developed two key statements, upon which the vision for the Trust is based.

These are:

- *"Leading Learning, Changing Attitudes, Promoting Cohesion";*
- *"Aim Higher, See Further, Be Concerned for Everyone".*

The first statement broadly aims to guide the work of the Academies' staff and the second has been developed for students.

In addition to the above the Trust have adopted the following values to "inspire, innovate and collaborate"

Method of recruitment and appointment or election of Trustees

Trustees were appointed to ensure the objects of the trust as set out in the Articles of Association and Funding Agreements are adhered to.

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The Articles of Association adopted in November 2017 state the Trust Board may comprise up to 3 Trustees appointed by the Members, up to 7 Trustees appointed by the Foundation/sponsor body and Co-opted Trustees appointed by the Board. All Trustees are asked to attend an induction interview with either the Chair of the Board, the Chief Executive Officer and the Finance and Compliance Director (FCD). On this advice, the Trustee's appointment is then either endorsed by the Board or the Members as appropriate or rejected.

During the year under review, the Trust held five Board meetings; three Resources Committee meetings, four meetings of the Shireland Learning Board (the subsidiary company) and two Audit Committee meetings.

All Trustees and Committee members are asked to complete an inventory of their skills and experience before appointment and thereafter periodically. The resulting overall profile of Board and Committee expertise enables Trustees and Members to appoint persons who will ensure that the Board can discharge its duties efficiently and effectively. When a vacancy arises, the skills inventory is reviewed to ensure the appointment is linked to the required skill set.

The Board has continued this year to use SGOSS – Governors for Schools Service and Inspiring Governance, to ensure that any skills gaps that have been identified can be filled accordingly. The Trust is currently reviewing its approach to the recruitment of Trustees and Governors in order to ensure that its governance capacity meets the needs of a growing Trust.

Procedures adopted for the induction and training of Trustees and Governors

The Trust continues to work towards a "paperless system" of governance and has recently undertaken a major overhaul of its online Governance Portal. All Trustees and Governors have access to relevant policies and procedures, meeting agendas, Board and Committee minutes by using the governance portal on a "24/7" basis. Each Trustee/Governor on appointment is issued with guidance on its use and is directed to the induction area and the Key Documents folders. All reference documents are updated annually or as required. Each new Trustee/Governor is also asked to complete a training needs questionnaire.

New Trustees and Governors are able to access an induction training resource on the governance portal and/or receive a one to one induction meeting with the Company Secretary and/or the Finance and Compliance Director. The induction training covers the role and responsibilities of a charity Trustee/committee member and support on use of the Governance Portal. This year has seen the development of an online induction process. Our intention is to develop on-line training further for the coming academic year.

The Trust's training plan includes a compulsory induction programme, supported by training sessions which are run before each meeting. Resources and training links are made available for Trustees and Governors to access training, and training topics. All internal training is based on the DfE Competency Framework.

The Key Documents folder contains information about the Trust, its constitution, the Board and its Committees, the responsibilities of Trustees and Governors, the role of the Chair, safeguarding, training available and sources of relevant information with website links. This information complements the on-going training programme.

Trustees/Governors are encouraged to attend external training as often as possible. The Trust contracts with the NGA to allow Trustees/Governors access to their training resources. The Trust is also a member of The Key, which holds a wealth of information and support for Trustees, and committee members. The Trust also has links with SGOSS which have a governance support structure.

This year the training before Trust or governors' meetings has included; Evaluation and the Trust Development Plan, Reporting and Compliance, Curriculum Matters: a Pre- inspection briefing, Fraud and Fraud Awareness, Regularity and changes to the Academies Financial Handbook. The Standards and Performance Committees (Local Governing Body) have also received training including EYFS, 20 Questions for Governing Bodies, departmental updates, Pupil Premium, the role and responsibilities of SLT, behaviour management.

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All Trustees and Governors were also given the opportunity to attend a variety of events across the year, to meet with staff and students.

At the end of each year, we review the training programme with Trustees/Governors. This information is used to plan future training activities.

Trustees and Governors also complete an end of year evaluation, which has provided very helpful feedback on such issues as what has worked well/less well, suggestions for meetings management, the level and quality of reporting, roles and responsibilities and training needs.

In addition to the in-year training courses, the governance portal has been regularly updated so that Trustees and Governors can be informed of national developments in education and related legislation. The portal stores all relevant information for Trustees and Governors, information on training sessions, current news and links to areas of interest. The portal is a source of regular updates on the development of the Free School programme and the addition of new schools into the Trust.

All the Trust's websites are operational, the Trust itself now has a new website and again these provide a wealth of information for new Trustees and Governors.

Organisational structure

The organisational structure is comprised of four levels, which are, the:

- Shireland Collegiate Academy Trust Board of Trustees (including supporting committees)
- Academy Standards and Performance Committees (SPC) (Local Governing Bodies);
- Trust Strategy Team (TST) and
- Senior Leadership Team.

The aim of this structure is to give clear management accountability that allows the relevant responsibilities to be devolved and encourage involvement in decision making at all levels.

The governance structure is reviewed annually before being submitted to the Board for approval. A summary of the key changes is presented to Trustees. Trustees are encouraged to propose ways in which the governance arrangements can be improved and how to increase the level and effectiveness of challenge and support to the Trust Strategy Team.

The Governance Structure and its associated Scheme of Delegation are approved annually at the first meeting of the Board of Trustees in the autumn term. These documents state the responsibilities of the Board and the powers delegated to its Committees. The Chief Executive Officer (CEO) is the Accounting Officer. The Scheme of Delegation describes the CEO's financial responsibilities, powers, and those that have been delegated to Committees and senior staff.

The Trustees are responsible for ensuring compliance with the Trust's duties under company and charity law and any agreements made with the DfE, in particular the Funding Agreements; approving statutory policies (unless otherwise delegated to a Committee); the annual budget and monitoring the work of the Academies through the work of the SPCs. They also take major decisions about the strategic direction of the Academies, capital expenditure and the appointment and dismissal of the CEO and the Finance Director.

The Standards and Performance Committees have the responsibility to ensure that the direction set by the Trustees is maintained and relevant monitoring systems are in place to ensure adherence.

The Trust Strategy Team (TST) consists of 6 staff; the Chief Executive Officer, the Finance and Compliance Director, Director of Human Resources, Secondary Director of Education, Primary Director of Education, and Vice Principal and Chief Operating Officer of SLL.

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These individuals have responsibly for the implementation of decisions made by Shireland Collegiate Academy Trust Board in relation to any aspect of the Academies' management and organisation, but in respect of the curriculum, financial management, human resources and the development of extended services.

The trust Strategy Team meets to plan, deliver and evaluate the provision of the work of the Trust.

Each Academy has a Senior Leadership team (SLT).

Arrangements for setting pay and remuneration of key management personnel

Key management personnel are defined as the Trust Strategy Team and the Senior Leadership Teams of each school. Trustees and governors are not paid for their role, but in line with trustee's expenses policy can claim expenses incurred in relation to the discharge of their duties.

The Trust Strategy Team are paid on the Trust's executive pay scale. The Remuneration and Performance Management Committee of the Trust Board determines the salary of those on the executive pay spine. The teaching members of staff follow the conditions of service for Leadership Posts and the non-teaching members follow the conditions of the National Joint Council. All members of TST, in addition to their annual salary, have an element of performance related pay.

Principals who are not members of the Trust Strategy Team are paid on Trust defined salaries and follow conditions of service for leadership posts. The senior leadership team of each academy are paid in line with the current national pays scales for teaching staff and in accordance with the Teachers Pay and Conditions Document, non-teaching members of staff are paid in line with the national NJC pay scales and NJC terms and conditions.

Trade Union Facility Time

In accordance with the provision of the Trade Union regulations 2017, the Trust does not have any union officials and therefore no current employee spends any time on facility time or any paid trade union activities.

Subsidiary company

Shireland Collegiate Academy Trust is the sole member of Shireland Learning Limited (SLL), a company incorporated in England (registration no. 06052021). As reported in the audited accounts for the year ended 31 August 2019, SLL made a profit of £117,431 (year ended 31 August 2018: £111,314). The total profit has been gifted back to the Trust for use across our academies in line with SLL articles of association.

Shireland Learning Ltd provides an E- learning school improvement function and back office support for Finance, HR and Safeguarding.

Shireland Learning Limited has a connected party relationship with Coscole Limited. As at August 2019 Shireland Learning Limited owns 14.7% of this company. All services provided by Coscole to the Trust have been provided free of charge.

OBJECTIVES AND ACTIVITIES

The Trustees have an absolute commitment to the concepts and principles that every single person that comes through the doors of one of our academies is to have left having grown as an individual, in terms of their skill set and their respect for others. Our aim is that everyone will have participated in a "**Whole Education**" that prepares him or her both personally and professionally and they are well placed for a successful and happy life.

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Objects, aims and objectives

The Trust has a full vision statement based on the following strap lines, Leading Learning, Promoting Cohesion, Changing Attitudes as an institution and Aim Higher, See Further and Be Concerned for everyone for students. This vision is at the heart of the objectives for the Trust and it is central to the aims and objectives of the Trust. Trustees have established the following objectives for the MAT.

- **Outcomes for young people in terms of progress are above the national average.**
- **Our academies are either good or outstanding within 3 years of joining.**
- **All academies are financially healthy and stable.**
- **Technology is used for both teaching and non-teaching aspects to improve workload**
- **A structure is in place to allow for rapid growth**
- **Building partnership working to achieve outstanding educational outcomes.**

At its core, the Trust believes in an inclusive education for students at every ability level, with a rigorous grounding in academic fundamentals to ensure every student is equipped for the future through teaching those relevant and innovative skills for the era in which they live. Most importantly that every student should be safe, happy, ambitious for themselves and respectful of all.

The Trustees of the Trust (S-CAT) have embraced a growth strategy, which by 2021 should contain the original Outstanding Secondary School (Shireland Collegiate Academy), plus another nine schools.

As at August 2019 the Trust expanded with Tameside primary school (now Tameside primary academy) joining from 1st October 2018 to grow the Trust to four schools. One outstanding secondary school, and two primary and one secondary school in special measures. The Trust also has approval to open four free school over the next two- three years (one secondary and three primary schools)

The Trust has chosen to remain as a “**Local Medium sized Trust**” and works locally within the West Midlands.

The Trust works with our outstanding Academy and external consultants to support the work of the weaker academies via subject specialist leaders. Both of our academies who joined the Trust in 2017 have this year worked collaboratively and where possible have shared good working practices. Our aim is for all our academies within our family to be at least **good** and have a clear process for **improving educational outcomes**.

Trustees’ planning covers a five-year period with an emphasis on phased growth and a detailed marketing and communication strategy, linking into delivery planning and staff appraisals. At the heart of this strategy is the need to ensure the environment within the academy allows the delivery of a high quality and personalised curriculum that enabled all our students to succeed. To ensure success, we have developed process driven solutions that give consistency of approach and help minimise the overall impact of risks to the academy and the Trust. We will continue to work collaboratively with our local and neighbouring schools to achieve best use of resources and maximise value of all of our assets. Recruitment and retention of high-quality staff with a clear path for progression will be central to our management approach.

Alongside the work within the local community, the Trust has created a number of business partners and is fully committed to **creating partnerships** that make the best use of technology and are innovative. We see partners in research and development as being central to our work to help break down barriers to learning and accelerate student progression.

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Shireland Collegiate Academy Trust

Shireland Collegiate Academy Trust is based at Shireland Collegiate Academy within Sandwell. Sandwell is an area of extreme deprivation; students have historically had lower than average outcomes.

The Trust is committed to, ensuring that through education, students' life chances are improved and through community engagement, the chances of families are improved. It is worth reiterating that Ofsted have graded our founder Academy as Outstanding three times.

The Trust key aims for each of its academies are to develop an innovative curriculum, which will:

- Develop key competences in an interactive context-driven curriculum framework;
- Grow an enterprise environment;
- Offer a curriculum based not upon the more common model of multiple intelligences but upon an emotional intelligence model;
- Provide just-in-time delivery to learners wherever they are through the development of an online Learning Gateway;
- Raise aspirations, recognising the importance of Arts in the development of individuals;
- Support individual, economic and community development through performing arts and links to creative industries;

In addition to the above, the Trust is fully committed to the concept of its academies working collaboratively with local partner schools. Students and their families benefit significantly from the activities, which are located and distributed around and within the Academy. The provision of study support, childcare, adult training, sport, art related activities and community partnership are both unusual and inspiring

Strategies and activities

Shireland Collegiate Academy Trust has a comprehensive five-year strategy, which started September 2017. Our strategy is to

1. To grow a trust no bigger than 10 academies by 2021
2. To expand within the primary sector using technology as a key tool for progress
3. To establish an operating model that creates a proactive process driven delivery model
4. To ensure each academy has a foundation structure for behaviour and pastoral support
5. To create a curriculum delivery model for each of our academies that is responsive to change and the local needs of the area but can be adopted to meet individual student needs.

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For the academic year 2018/2019 our key objectives have been to

1. Improve the consistency of budget monitoring by moving the financial management systems into the cloud and developing a training programme
2. Engage with SLL to create a school improvement team
3. Fully staff the two free schools prior to opening in September 2019
4. Progress improvement in areas of weakness across geography and history
5. Establish a learning community across our academies to support E3L, L4L and Research school
6. Improve performance improves in all our academies
7. Embed a risk-based methodology to all planning.
8. Establish a Trust wide Professional Development programme.
9. Establish a communications and Marketing strategy to support change management
10. Create a Trust compliance framework incorporating reviews, and staff training
11. Further develop the CAT Accountability Model
12. Make up to 3% efficiency savings where needed

These above points have also been complimented by the following for Tameside Primary who have joined the Trust this year.

1. The introduction of digital technology
2. The introduction of a thematic curriculum
3. The foundations of a behaviour and pastoral model
4. The creation of a structure to support the Arts
5. The creation of a framework to support community/family engagement

The Trust's core principles are that all students should have access to a fully rounded, personalised and creative education. We try to bring together individuals and organisations that are committed to all students having access to a 'whole education'. By this, we mean an education that:

- Develops a range of skills and competences (teamwork and communication skills), qualities (resilience and empathy), knowledge and associated qualifications that young people will need for their future;
- Makes learning more relevant and engaging for young people, with them at the centre of their own learning, providing a mix of practical and theoretical learning in context;
- Recognises that learning takes place in various settings, not just the classroom, and that the best schools engage the wider community in learning and pushes learning out into the community.

Over and above this each academy had a number of focus areas which were agreed by the Board

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Shireland Collegiate Academy

1. To secure high quality performance and delivery for all staff by developing a CPD programme for staff that focusses on: Differentiation, AfL, Literacy across the curriculum, Growth Mindset
2. Ensure rigour around the quality of assessment and predictions
3. Curriculum design pathway from KS3 to KS5 (Options).
4. Technology use in improving the quality of delivery
5. Improve outcomes for pupil premium high attaining students and white British
6. Improve post 16 success rates
7. Improve engagement with universities and employers

Thorns Collegiate academy

1. To bring expenditure within the funding envelope
2. Improve the performance of pupil premium whist British boys and SEND students
3. Improve the use of languages across the curriculum
4. Improve the use of language across the curriculum to support all learners, including our EAL cohort
5. Embed use of digital technology to advance the progress of all students
6. Reduce absence rates to achieve national average and reduce permanent exclusions
7. Ensure a bespoke curriculum of cohorts and individuals
8. Operate a collaborative partnership with local primary schools

Holyhead Primary Academy

1. To improve the approach to safeguarding.
2. To improve assessment practices across all staff and embed online assessment procedures
3. To improve attainment in mathematics, writing and reading across all key stages
4. To increase Nursery numbers to ensure financial viability.
5. To embed monitor and evaluate the delivery of E3L curriculum
6. To improve the processes internally and communication with families
7. Prepare of 2019/2020 OFSTED inspection

Tameside Primary Academy

1. To integrate the school's approach to safeguarding within the Trust's framework.
2. To improve behaviour across the school
3. To improve the quality of teaching and learning
4. To improve assessment practices across all staff and embed online assessment procedures.
5. To improve attainment in Mathematics, Writing and Reading across all key stages.
6. Improve performance of PP/SEN
7. To increase EYFS/Y1 numbers to ensure financial viability
8. To embed, monitor and evaluate the delivery of E3L curriculum
9. To improve processes internally and communication with families using technology (Gateway, Teams and Planner)

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Public Interest

In setting our objectives, the Trustees have considered the Charity Commission's general guidance on public benefit. All Trustees have been issued with the relevant information and this has been translated in the workings of the Academy via the development planning process.

Shireland Collegiate Academy Trust's main objective is "to advance, for the public benefit, education in the United Kingdom, by establishing, maintaining, carrying on, managing and developing schools offering a broad and balanced curriculum".

Shireland Collegiate Academy Trust has at its core, a mission to secure high performance and raise aspiration. The Trustees' underpinning ethos within the Shireland Collegiate Academy Trust is a belief in the potential of all learners and a commitment to provide the environment, which unlocks that potential and develops the individual and collective self-esteem and confidence, which is the pre-requisite of an enterprising culture.

Equal opportunities policy

The Trustees recognise that equal opportunities must be an integral part of good practice within the workplace. The Trust aims to establish equality of opportunity in all areas of activity including creating a working environment in which the contribution and needs of all people are fully valued. The Trust has an Equal Opportunities policy.

Disabled persons

Lifts, ramps and disabled toilets are installed, and door widths are adequate to enable wheelchair access to all the main areas of each site within the Trust where this is possible. The policy of the Trust is to support recruitment and retention of students and employees with disabilities. The Trust does this by adapting the physical environment, by making support resources available and through training and career development, wherever this is possible and is committed to continuing to improve our facilities to ensure that we fulfil our statutory obligations.

STRATEGIC REPORT

ACHIEVEMENTS AND PERFORMANCE

This year has been successful from the Trust and each of our academy's perspectives.

As a Trust we have:

1. Successful brought Tameside Primary into the MAT structure
2. Improved the consistency of budget monitoring by moving the financial management systems into the cloud and developed an induction and in year training programme
3. We have reduced the in-year deficit at Thorns collegiate academy
4. Engaged with SLL to create a partnership with external companies to improve resources for geography and history
5. Fully staff the two free schools prior to opening in September 2019
6. Established a learning community across our academies to support E3L, L4L and Research school
7. Improved performance improves in all our academies
8. Embedded a risk-based methodology into all planning.
9. Created a Trust compliance framework and have begun to train staff
10. Continued to refine and develop the CAT Accountability Model

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In all of our academies we have improved student progress in each of the academies.

In the primary sponsored academy, we have seen an improvement in almost every key performance indicator from EYFS to Key Stage 2 and in our sponsored secondary academy we have seen a significant improvement in their Progress 8 score whilst still maintaining the progress in our founder school. This year Shireland has achieved a Progress 8 value of +0.31 placing in the top 20% of schools nationally. Thorns is the most improved secondary school in Dudley both in terms of Progress and Attainment 8. Holyhead is the most improved Primary school in Sandwell over the last two years in terms of Reading, Writing and Mathematics at Key Stage 2 and Tameside saw a 50% improvement in its KS2 performance.

Some of key achievements include, for each of our academies, are:

- At Holyhead we have seen a significant improvement in the national KPIs and Holyhead has moved from 62nd to 5th in Sandwell LA at KS2 RWM Combined.
- At Thorns the Progress 8 score has improved from -0.33 to -0.08 in a year and Thorns is the most improved school in the Local Authority and once again one of the most improved in our DfE region.
- Shireland once again achieved an outstanding set of results with the national KPIs showing key improvements in Post 16 performance, their Attainment 8 score, English and Mathematics results were both improved and the academy achieved a Progress 8 score of +0.31.
- The Trust has continued to focus a considerable amount of work on the further development of the Office 365 based Learning Gateway.
- The provision across the Extended Schools and Services agenda has matured still further throughout this year. The provision of support for students is outstandingly good

Some of the most pleasing developments this year, which have explicitly supported our objectives, are:

- Our schools have continued to focus on our delivery of both the formal and informal curriculum and the "health" of our curriculum frameworks is exceptional.
- We continue to strengthen our partnership work and the relationship with the Birmingham Hippodrome, Microsoft, Britannica and the CBSO are worthy of special mention. The richness that these partnerships are bringing to the experiences that both students and staff enjoy is clear for all to see.

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Key Performance Indicators

The Trust sets key targets covering performance in all key stages, English, Maths, attendance and behaviour, individual teacher performance, overall teaching and learning and leadership and management for all its academies. These targets are agreed by the Board and reported regularly throughout the year and are detailed above in achievements and performance.

The Resources Committee monitors the resources of SCAT through the review of monthly management accounts to include reports on creditors and debtors, breaches of expenditure limits and budget movements, along with a cash flow, balance sheet, income and expenditure statements, forecast year end out turn and projections for the coming two academic years

Within these reports, trustees receive information on key performance indicators of which the main indicators for this period are as follows:

| | 2019 | 2018 |
|---|-------------|-------------|
| Pupil numbers | 2949 | 2378 |
| Staff to Student Ratios: | | |
| Pupils: Teachers | 18.2:1 | 8.31:1 |
| Pupils: Administration/support | 9.96:1 | 10.96:1 |
| Pupils: Management | 98.3:1 | 158.53:1 |
| Pupils: Executive/Governance | 491.5:1 | 298.25:1 |
| Income per Student | £8,631 | £7,439 |
| GAG Income per Student | £5,156 | £5,689 |
| Spend per Student | £7,116 | £7,367 |
| GAG Spend per Student | £5,201 | £5,826 |
| Average FTE Cost | £32,842 | £36,695 |
| Staffing costs as a percentage of Expenditure | 77% | 72% |
| Staffing costs as a percentage of GAG Income | 107% | 95% |

Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Academy Trust has adequate resources to continue in operational existence for the near future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by guarantee)

REPORT OF THE TRUSTEES
31 August 2019

FINANCIAL REVIEW

Financial report for the year

Most of the Shireland Collegiate Academy's income is obtained from the Education and Skills Funding Agency (ESFA) in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the ESFA during the year ended 31 August 2019 and the associated expenditure are shown as restricted funds in the statement of financial activities.

The Academy also receives grants for fixed assets from the Education and Skills Funding Agency (ESFA).

In accordance with the Statement of Recommended Practice, 'Accounting and Reporting by Charities' (SORP 2015), such grants are shown in the Statement of Financial Activities as restricted income in the fixed asset fund. The restricted fixed asset fund balance is reduced by annual depreciation charges over the expected useful life of the assets concerned.

During the year ended 31 August 2019, total expenditure of £22,211,269 was covered by recurrent grant funding, from the ESFA together with other incoming resources generated by the Academy and its trading subsidiary.

The excess of income over expenditure for the year for the company (excluding restricted fixed asset funds and pension reserve) was £296,799. The fixed asset fund excess of income over expenditure for the year was £4,171,545. Total excess of income over expenditure for the year is £1,189,344.

At 31 August 2019, the net book value of fixed assets was £45,236,234; movements in tangible and intangible fixed assets are shown in notes 13 and 14 to the financial statements. The assets were used exclusively for providing education and the associated support services to the pupils of the Academy.

This year has been about the progression of a process driven model to create the capacity and infrastructure to allow for the continued growth of the Trust with a variety of schools. We have also continued our work of creating business and community partnerships to help support the work force reform agenda and to break down the barriers to learning and accelerate student progression.

The focus of funding for the Trust has been improving standards and outcomes for all our students in all our schools whilst furthering the development of curriculum practices. Both these activities have been supported by the use of technology with the objective of improving attainment and reducing workload for all staff.

Our work widening the breadth of the extended school provision, with the use of funding continues to evolve, as does the continuing drive to improving standards and staff training.

The main emphasis of our capital spends this year has been focused on maintenance of the site and replacement of existing equipment.

This year the Trust has been fortunate to receive donated services in kind, to the value of £2,580 relating to tickets to shows and toys and games for students. These have not been included within the financial statements as the quantum actually used cannot be accurately stated and does not have a material impact on the financial statements.

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REPORT OF THE TRUSTEES
31 August 2019

Reserves policy

The Trustees have reviewed the reserve levels of the Trust. This review encompassed the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves.

The Trustees have agreed to work towards holding in reserves at least 5% of the General Annual Grant funding (excluding rates income). This equates to £760,228 based on the current year's results for the Charitable Company. The reserves policy is monitored through termly reports to the Resources Committee. This is to ensure there is provision to provide a cushion to deal with unexpected emergencies such as urgent maintenance.

The deficit on the pension scheme will impact on the cash flow of the Trust through an increase in employer's pension contribution over a period of years, when the fund is reviewed. This will not have a direct impact on the reserves in this current accounting period.

The Trust's current level of free reserves (total funds less the amount held in fixed assets and pension reserve) is £1,890,162 of which Trustees are committed to holding £485,519 for restricted projects.

The level of uncommitted reserves as at 31 August 2019 was £1,404,643. The level of reserves held are in line with the agreed reserves policy.

Financial position

Shireland Collegiate Academy Trust held balances at 31 August 2019 of £36,239,473, comprising; restricted fixed asset fund of £45,493,311, restricted general fund of £485,519, a pension reserve deficit of £11,144,000 and £1,404,643 of unrestricted funds.

Investment policy

The investment objectives of the Trust are:

- To achieve the best financial return available whilst ensuring that security of deposits takes precedence over revenue maximisation.
- Only invest funds surplus to operational need based on all financial commitments being met without the Academy bank account becoming overdrawn.

Investment strategy

Investment risk will be managed through asset class selection and diversification to ensure that security of deposits takes precedence over revenue maximisation.

To ensure the security of any investment, assets will only be considered with banking institutions, which have credit ratings assessed by Fitch, Moody, and Standard and Poor's to show **good** credit in the short and long term. Investments will be based on the highest level of return but with the maximum protection to the funds. Investment within banking organisations will be made on both short and long-term base. Short-term deposits will allow immediate access to funds. Long-term investment will be based on the annual cash flow and as such will be reviewed annually at the beginning of each academic year.

SHIRELAND COLLEGIATE ACADEMY TRUST
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REPORT OF THE TRUSTEES
31 August 2019

Principal risks and uncertainties

The key risk to the MAT this year has been around:

1. the management of change in our joining academies but even more so in our founder academy.
2. The increasing cost base of all staffing with constrained funding
3. The ability to deliver and monitor strategic plans on time with a clear reporting line
4. the capacity and skill set of staff to enable us to operate as a MAT.
5. the ability of the MAT to ensure consistency of application
6. the capacity to monitor and ensure accountability at an academy level using appropriate data
7. the ICT and technology infrastructures and cost base in our joining academies
8. building a governance and operating model that allows the operation of more than one academy, including the relaunch of our trading subsidiary whilst still maintaining the level of service
9. The need to manage multiple projects whilst providing a structure to improve educational standards and attainment.
10. The increasing deficit on the non-teaching staff pension fund

This year we have worked hard to strengthen Compliance across the Trust. Particularly focussing on statutory policies, financial compliance, Governance structures and clarity around responsibilities between the Central Team and the Academies.

The leadership has also actively tried to mitigate political risk through building closer relationships with key stakeholders including the local authority and others in relation to the opening of the two new free schools (STP and WBCA).

Finally, to ensure our revenue stream continues through SLL a number of new opportunities have been harnessed and have the potential to produce significant income going forward.

Risk management

The Trustees of Shireland Collegiate Academy Trust are responsible for the management of the risks faced by the Academy. Detailed consideration of risk has been delegated to the Audit Committee and members of the Executive Leadership Team and Senior Leadership Team.

This Trust operates a two-tier approach to risk, maintaining a strategic and operational registers. Strategic and Operational Risks have been identified, assessed and controls put in place to minimise risk throughout the year.

Specific emphasis has been placed on ensuring systems and procedures are in place and are operational. Training has concentrated this year on Senior Leadership team and delivery managers (middle managers). Both risk registers have been reviewed for accuracy and action, Trustees were presented with the strategic report, and the governors of each academy were presented with the operational reports. Both reports detailed the action taken to date and identifies areas for review in the coming academic year to ensure that all risks are monitored and minimised wherever possible. This report has identified the need for the focus for the next academic year to ensure risk is evidenced within delivery plan and for an annual independent evaluation to be put into place.

SHIRELAND COLLEGIATE ACADEMY TRUST
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REPORT OF THE TRUSTEES
31 August 2019

The key controls used by Trustees to inform this process, include:

- A clear governance structure;
- Detailed terms of reference for the Resources and Audit Committees, with clear levels of financial delegation;
- Termly reports on risk management to the Board and Audit Committee;
- Effective systems of internal financial control;
- A clear Development Planning process;
- A Trustees' induction process;
- Performance Management process for staff with targets linked into the Development Planning process;
- A training programme for managers;
- Three-year financial planning linked to the overall objectives of the Charity
- Clear organisational structure with defined lines of reporting;
- A detailed review of policies to ensure all relevant legislation is complied with; to include human resources, finance, health and safety, and student care;
- Review and challenge by an independent external consultant;
- Half yearly and annual audit by external auditors and termly reviews by the Responsible Officer;
- Self- evaluation.

Through the Risk Management process, the Trustees of Shireland Collegiate Academy Trust are satisfied major risks have been identified and steps taken to mitigate where necessary. Trustees recognised that systems could only provide reasonable, but not absolute assurance that major risks have been adequately managed.

There are a number of areas where it has been felt that the work carried out would still not be enough to mitigate the risk to an acceptable level. These risks have been kept high and carried forward into next year as Treatable items, these are as follows

1. Review management structure in light of the opening of new schools and loss of Central resource.
2. Establish controls and better planning to mitigate reactive approach to dealing with incidents.
3. Improve marketing strategies to increase pupil numbers and reduce financial impact.
4. Establish better structure for reporting of management information ensuring data can be trusted.
5. Establish a robust strategy to ensure compliance and risk management across our Estates.
6. Link key risk priorities into Development Planning work.
7. Establish a better monitoring processes to ensure compliance work done this year is maintained.

Fundraising

Our academies have worked with local charities and national charities to raise money on a voluntary basis. Any funds received have been paid intact to this organisation. Any fundraising we do in accordance with charity regulation CC20.

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by guarantee)

REPORT OF THE TRUSTEES
31 August 2019

PLANS FOR FUTURE PERIODS

The key areas of focus for the next year for Shireland Collegiate Academy Trust is

1. To incrementally expand the Trust whilst we consolidate functions across our academies to ensure a financially stable Trust.
2. To build upon the established risk-based methodology to all planning.
3. To create a Trust wide approach for estate management, including the expansion of the site at SCA and the remodelling of the sites at Holyhead and Thorns.
4. To establish a Trust wide Professional Development programme for all staff.
5. To review the use of technology and the ICT infrastructure to support outcomes and processes across our Academies.
6. To improve progress in all of our Academies.

Shireland Collegiate Academy

1. Ensure rigour around the quality of assessment and predictions.
2. At KS3 and 4, explicitly identify common areas of delivery through our connected curriculum work. Begin to agree common skills and vocabulary.
3. Increase the proportion of students studying the personal EBacc. To ensure the growth of the academy is accommodated within the budget and the academy does not operate an in-year deficit.
4. Improve outcomes for the following cohorts: Boys, High Prior Attaining Students and to reduce proportion of behaviour incidents for Boys
5. To review the curriculum offer for Key Stage 4 and 5 and ensure value for money and further develop our USPs.
6. Achieve a Progress 8 level between 0.2 and 0.35
7. All subjects to achieve between 0.2 and 0.35 at Progress 8
8. Attainment 8 to be between 43.5 and 46.00
9. Research School status to better support SCA with more staff involved in and impacted by the Research School Programme..

Thorns Collegiate Academy

1. To bring expenditure within the funding envelope for future years and establish a reserve
2. Stabilise the student numbers across all year groups to achieve financial stability.
3. Review the effectiveness of the BMS and establish an action plan for the next version.
4. To review the use of accommodation to achieve efficiency savings and improve collaboration.
5. Establish a partnership arrangement with Lifestyle.
To build the skill set of staff and use technology to improve working efficiencies

Holyhead Primary Academy

1. Embed monitor and evaluate the delivery of the E3L curriculum.
2. Improve the quality of delivery of Personal development.
3. Improve the quality of certain groups provision for SEN, higher attainers and boys
4. Reduce lateness and absence
5. Staff and embed online assessment procedures.
6. Ensure school places are filled and specifically to increase Nursery numbers to ensure financial viability.
7. Prepare for 2019/20 OFSTED inspection

SHIRELAND COLLEGIATE ACADEMY TRUST
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REPORT OF THE TRUSTEES
31 August 2019

Tameside Primary Academy

1. To improve behaviour across the school and establish a Behaviour for learning culture supported by Class Dojo.
2. To improve the quality of teaching and learning and to increase the % of Good/Outstanding first teaching.
3. To change the internal environment to ensure that it supports both learning and culture.
4. To improve assessment practices across all staff and embed online assessment procedures.
5. Improve performance of PP/SEN
6. To increase EYFS/Y1 numbers to ensure financial viability
7. To embed, monitor and evaluate the delivery of E3L curriculum
8. To improve processes internally and communication with families using technology (Gateway, Teams and Planner)

All of our academies in addition to the above strategy will have the following generic expectations:

- Schools within the Trust should make sufficient progress to move to the next Ofsted category. Alternatively, in cases where the school is outstanding to show progress to maintain this rating.
- Attendance and persistent absence levels will be better than the national average across their respective phases.
- Fixed and permanent exclusion levels will be below the national average across their respective phases.
- Improve efficiency or achieve savings in use of resources by 3%.
- Percentage of Good and Outstanding teachers to be above 50% or to increase by 10% from previous year.
- All support staff to have Appraisal targets and to have made evidenced progress in achieving these.
- Staff attendance to improve by 3% over last year.
- Health and Safety incidents to be below one.
- Cleanliness of site to improve as evidenced by external audit.
- Insurance claims to be zero for damage to buildings.
- To establish on the Gateway a new form of site and ICT Action plan with budget profiles and train the key staff to utilise technology to deliver this.
- All sites to be judged safe from a safeguarding perspective by external audit.
- To ensure that the Family Forum is fully operational in all new Academies.
- To establish links with local partner schools.
- For participation rates in enrichment activities per week to be 75%. Including 65% for Pupil Premium students.
- To ensure all externally supported enrichment activities are self-financing.

To support this, work each Academy will have its own Raising Achievement Plan (RAP) with defined targets relevant to their current OFSTED status, internal evaluation and analysis of the previous year's student and staff data.

Each Academy RAP covers targets to:

- secure high-quality performance and delivery for all staff and students.
- Achieve a level of attendance, which is at the National Average, and significantly reduce rates of Persistent Absence.
- Maintain a level of Fixed Term exclusions and Permanent Exclusions below the National Average.
- Accelerate individual student progress to narrow the attainment gap for all cohorts.
- Utilise partnerships with Community, School and Business organisations to support our delivery and improving standards .

SHIRELAND COLLEGIATE ACADEMY TRUST
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REPORT OF THE TRUSTEES
31 August 2019

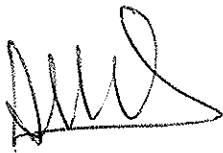
Auditors

In so far as, the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

On 1 February 2019 Moore Stephens LLP merged its business with BDO LLP. As a result, Moore Stephens LLP has resigned as auditor and the Governors have appointed BDO LLP as auditor in their place. BDO LLP has indicated its willingness to continue in office.

The Trustees' report, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 10th December 2019 and signed on the board's behalf by:



A Savell-Boss
Chairman



Sir M Grundy
Chief Executive Officer

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by guarantee)

GOVERNANCE STATEMENT
31 August 2019

Scope of Responsibility

As Trustees, we acknowledge we have overall responsibility for ensuring the 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 Trustees have delegated day-to-day responsibility to the Chief Executive Officer – Sir Mark Grundy as accounting officer. His role is to ensure financial controls conform to the requirements of both propriety and good financial management and are in accordance with the requirements and responsibilities assigned to the Trust in the Funding Agreements between the Trust and the Secretary of State for Education. The Accounting Officer is also responsible for reporting to the Trustees any material weakness or breakdowns in internal control.

Governance

This information on governance included here supplements that described in the Trustees' report and in the Statement of Trustees' Responsibilities. The Trust Board has met formally 6 times this year and the Audit Committee twice.

Attendance during the year at the Board meetings was as follows:

| Trustee | Number of Meetings Attended | Out of a possible |
|-------------------------------|-----------------------------|-------------------|
| A Savell-Boss (Chair) | 5 | 5 |
| M Grundy (Accounting Officer) | 5 | 5 |
| M Conway Jones | 5 | 5 |
| Z Akhtar | 3 | 5 |
| J Nair | 3 | 5 |
| K Egan | 5 | 5 |
| J Anandou | 2 | 5 |
| M Zafar | 1 | 2 |
| D Hodson | 1 | 4 |
| S Gardner | 2 | 2 |

The Board recognises the importance of building its capacity and expertise and continues to address this as a high priority.

The main issues and challenges during the year related to the need to maintain outstanding provision, within the context of levels of deprivation and reducing grant funding. In addition, the Trust has grown traded services through Shireland Learning, developed rigorous financial and governance compliance monitoring and pushed on with the implementation of its Five-Year Strategy for Growth.

The Resources Committee reports directly to the Board. Its main function is to provide scrutiny and challenge in respect of the Academy Trust's finances and to ensure compliance with statutory and contractual obligations under the terms of the Funding Agreement with the DfE.

SHIRELAND COLLEGIATE ACADEMY TRUST
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GOVERNANCE STATEMENT
31 August 2019

Governance (Continued)

Attendance during the year at Resources Committee meetings was as follows.

| Trustee | Number of Meetings Attended | Out of a possible |
|----------------|-----------------------------|-------------------|
| K Egan (Chair) | 3 | 3 |
| A Savell-Boss | 2 | 3 |
| M Grundy | 3 | 3 |
| J Anandou | 2 | 3 |
| M Conway-Jones | 2 | 3 |
| J Nair | 3 | 3 |
| Z Akhtar | 3 | 3 |
| D Hodson | 2 | 2 |

During the year, the Committee reviewed a wide range of detailed finance reports and recommended to the Board the approval of the annual budget and the year- end accounts.

Attendance during the year at the Audit Committee meetings was as follows.

| Trustee | Number of Meetings Attended | Out of a possible |
|----------------|-----------------------------|-------------------|
| M Conway Jones | 2 | 2 |
| Z Akhtar | 1 | 2 |
| J Nair | 1 | 2 |
| K Egan | 2 | 2 |
| J Anandou | 1 | 2 |
| M Zafar | 1 | 1 |
| D Hodson | 1 | 2 |
| S Gardner | 1 | 1 |

These meetings were held within the time allocated to the Board Meetings. The Chair of the Trust Board and the CEO (Accounting Officer) are not members of this committee but attend.

Governance Review

On an annual basis, the Trustees ask the Responsible Officer to complete an evaluation of the terms of reference to ensure that the responsibilities of committees have been discharged in year correctly.

All new Trustees are asked to complete a skills matrix, which this is used to inform the training requirements and align skills with the appropriate committee.

Trustees have attended training on how to be an effective board in year. Ofsted in 2012/2013 deemed Governance outstanding.

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GOVERNANCE STATEMENT

31 August 2019

The Board will continue to work with the Responsible Officer to assess the impact of governance via the self-evaluation model. The Board also receives a request to complete an evaluation at the end of each academic year which reviews the effectiveness of meetings, the value of the training received and ways in which governance can be improved.

Review of Value for Money

As Accounting Officer, the CEO has responsibility for ensuring that the academy trust delivers good value in the use of public resources. The Accounting Officer understands that value for money refers to the educational and wider social 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 need to ensure that the processes that staff must follow in year are being complied with. This statement clearly describes the key delivery mechanisms for achieving value for money including the linking of plans into the budget, purchasing arrangements to including a tendering process, and challenge by senior leaders, the Responsible Officer and the auditors. The statement directs all senior leaders to ensure value for money is demonstrated in all of the following areas:

- Staffing
- Use of accommodation
- Use of assets
- Quality of teaching
- Quality of learning
- Students' welfare
- Health and safety
- Purchasing

In addition to this statement, the Academy continually seeks to work with national and local businesses to enhance its achievements, improve standards and collaborate to maximise use of all resources.

The Responsible Officer on behalf of the board also regularly monitors value for money, as Trustees see this as integral to the achievements of the Academy

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 a reasonable and not an absolute assurance of effectiveness. The system of internal controls is based on an on-going process designed to identify and prioritise the risks to the achievement of Academy Trust policies, aims and objectives. It enables the Board to evaluate the likelihood of those risks being realised and their potential impact, and to manage them efficiently, effectively and economically.

SHIRELAND COLLEGIATE ACADEMY TRUST
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GOVERNANCE STATEMENT
31 August 2019

Capacity to Handle Risk

The Trustees have reviewed the key risks to which the Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Trustees' view is that there is a formal on-going process for identifying, evaluating and managing the Academy Trust's significant risks that has been in place for the year ending 31 August 2019 and up to the date of approval of the annual report and financial statements. Trustees review the process on an annual basis.

The Risk and Control Framework

Shireland Collegiate Academy's system of internal financial and governance control is based on the framework set by the ESFA 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 Trustees;
- Regular reviews by the Trustees and Resources Committee of reports which indicate financial performance against the forecast;
- Termly performance reports to the Standards and Performance Committees;
- Formal agreement of all major purchase plans, capital works and expenditure programmes as per the delegation limits agreed by Trustees;
- The setting of annual targets to measure financial and other performance;
- Clearly defined Best Value and Tendering guidelines;
- Clear delegation of authority and segregation of duties;
- Identification and management of risks;
- Use of 3-year financial planning, linking into the development planning of the Academies;
- Close alignment of the planning process with risk assessment and management
- robust governance structure;
- the establishment of an Audit Committee following the publication of the revised Academies Financial Handbook in September 2012. The purpose of this Committee is to review and address the risks to internal control, inform the statement of internal control of the Trust, and agree a programme of internal audit work to provide assurance to the external audit process.

In addition, the Trustees have considered the guidance for directors contained within the Turnbull Report. They believe that although it is not mandatory for the Trust it should, as a publicly funded body, adopt these guidelines as best practice. Accordingly, they have set policies on internal controls, which cover the following:

- The type of risks the Trust faces;
- The level of risks which they regard as acceptable;
- The likelihood of the risks materialising;
- The Trust's ability to reduce the incidence and impact on the Academies' operations of risks that do materialise;
- The costs of operating particular controls relative to the benefits obtained;
- Clarifying the responsibility of the Trust Strategy Team to implement the policies agreed by Trustees and to identify and evaluate risks for their consideration;
- Explaining to employees that they have responsibility for internal control as part of their accountability for achieving objectives;
- Embed the control systems identified in the financial manuals, via use of the Learning Gateway, so that it becomes part of the Academies' culture, with minimal use of administrative time;
- Allow the development of systems to respond quickly to risks arising on an ad hoc basis; and
- Allow a clear process for responding to emergencies and reporting failures to the appropriate levels and ensuring action is taken as quickly as possible with all relevant documentation retained.

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GOVERNANCE STATEMENT
31 August 2019

The Trustees have considered the need for a specific internal audit function and have decided not to appoint an internal auditor. However, the Trustees have appointed Mr Ian Foyle, the Company Secretary, to carry out a series of internal checks. The reviewer's role includes giving advice on financial matters and performing a range of checks on the Trust's financial systems. The reviewer reported, in accordance with guidance from the ESFA, to the Trustees on the operation of the systems of control and on the discharge of the Trustees' financial responsibilities in 2018/2019. Mr Foyle produced termly detailed reports and reported directly to Trustees, throughout the year.

These arrangements can provide only reasonable and not absolute assurance that assets are safeguarded, transactions are authorised and properly recorded, and that material errors or irregularities either are prevented or would be detected within a timely period.

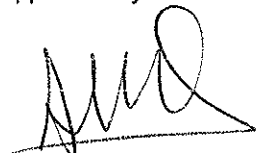
Review of Effectiveness

As Accounting Officer Sir Mark Grundy has responsibility for reviewing the effectiveness of the system of internal control. During the year in question, the review has been informed by;

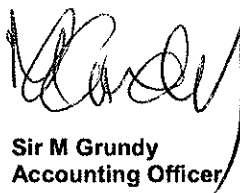
- The work of the reviewer;
- The work of the external auditor;
- The self-evaluation process for financial management and governance;
- The work of the Trust Strategy Team and Senior Leadership teams within the Trust who have responsibility for the development and maintenance of the internal control framework;
- The work of the Trust's School Improvement Partner (SIP).

The Resources Committee and the Audit Committee have advised the Accounting Officer of the implications of the result of their review of the system of internal control and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the Board of the Trustees on 10th December 2019 and signed on its behalf by:



A Savell-Boss
Chairperson



Sir M Grundy
Accounting Officer

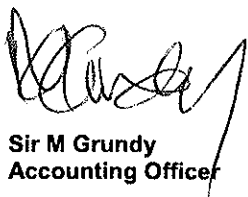
SHIRELAND COLLEGIATE ACADEMY TRUST
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STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE
31 August 2019

As Accounting Officer of Shireland Collegiate Academy Trust, I have considered my responsibility to notify the Academy Trust Board and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with ESFA terms and conditions of funding, under the Funding Agreements in place between the Academy Trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2018.

I confirm that the Academy Trust Board and I are able to identify any material irregular or improper use of funds by the Academy Trust, or material non-compliance with the terms and conditions of funding under the Academy Trust's Funding Agreements and the Academies Financial Handbook 2018.

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the Board of Trustees and ESFA.



Sir M Grundy
Accounting Officer

Date: 10th December 2019

SHIRELAND COLLEGIATE ACADEMY TRUST
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STATEMENT OF TRUSTEES' RESPONSIBILITIES
31 August 2019

The Trustees of Shireland Collegiate Academy Trust (who act as governors and 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 Annual Accounts Direction published by the Education and Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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


- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP 2015 and the Academies Accounts Direction 2016 to 2019;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards (FRS102) 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 academy will continue in operation.

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


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

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

Approved by order of the members of the Trust Board on 10th December 2019 and signed on its behalf by:



A Savell-Boss
Chairperson



Sir M Grundy
Chief Executive Officer

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by guarantee)

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHIRELAND COLLEGIATE ACADEMY TRUST**

Opinion

We have audited the financial statements of Shireland Collegiate Academy Trust ("the group") for the year ended 31 August 2019 which comprise the group and parent company Statement of Financial Activities incorporating Income and Expenditure Account, the group and parent company Balance Sheet, the group Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice) and the Academies Accounts Direction 2018 to 2019 issued by the Education & Skills Funding Agency (ESFA).

In our opinion, the financial statements:

- give a true and fair view of the state of the group and academy's affairs as at 31 August 2019 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance the Academies Accounts Direction 2018 to 2019.

Basis for opinion

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

Conclusions relating to going concern

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 Academy'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.

Other information

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

SHIRELAND COLLEGIATE ACADEMY TRUST

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF SHIRELAND COLLEGIATE ACADEMY TRUST (continued)

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the Directors' Report and the Strategic report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' Report, which are included in the Trustees' report, have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities, the Trustees 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 determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the academy'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 academy or to cease operations, or have no realistic alternative but to do so.

SHIRELAND COLLEGIATE ACADEMY TRUST
REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHIRELAND COLLEGIATE ACADEMY TRUST (continued)

Auditor's responsibilities for the audit of the financial statements

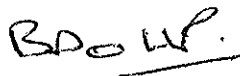
We have been appointed as auditor under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

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



Nicholas Simkins (Senior Statutory Auditor)
For and on behalf of BDO LLP, statutory auditor
Birmingham

Date: 17/12/2019

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

SHIRELAND COLLEGIATE ACADEMY TRUST

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

In accordance with the terms of our engagement letter dated 18 February 2019 and further to the requirements of the Education & Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2018 to 2019, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Shireland Collegiate Academy Trust during the period 1 September 2018 to 31 August 2019 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 Shireland Collegiate Academy Trust and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Shireland Collegiate Academy 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 Shireland Collegiate Academy Trust and ESFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Shireland Collegiate Academy Trust's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of Shireland Collegiate Academy Trust's funding agreement with the Secretary of State for Education dated 1 August 2011 and the Academies Financial Handbook, extant from 1 September 2018, 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 2018 to 2019. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period 1 September 2018 to 31 August 2019 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 2018 to 2019 issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

The work undertaken to draw our conclusion includes an assessment of the level of risk associated with the specific categories of income and expenditure and the potential for irregularities to be identified.

SHIRELAND COLLEGIATE ACADEMY TRUST

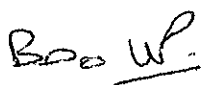
INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO SHIRELAND COLLEGIATE ACADEMY TRUST AND THE EDUCATION & SKILLS FUNDING AGENCY (continued)

Our procedures included, but not limited to, the following:

- Reviewing minutes of meetings, management accounts and making enquiries of management;
- Sample testing of expenditure to ensure items are for the academy's purposes and are appropriately authorised;
- Sample testing of credit card expenditure;
- Reviewing the procedures for identifying and declaring related parties and other business interests;
- Scrutinising journals and other adjustments posted during the year for evidence of unusual entries and making further enquiries into any such items where relevant;
- Reviewing a selection of nominal ledger accounts for evidence of unusual entries and making further enquiries into any such items where relevant; and
- Performing an evaluation of the general control environment of the academy.

Conclusion

In the course of our work nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 1 September 2018 to 31 August 2019 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



BDO LLP

Reporting Accountant

Birmingham

Date: 17/12/2019

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

SHIRELAND COLLEGIATE ACADEMY TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating the income and expenditure account) for the year ended 31 August 2019

| | Note | Unrestricted Funds £ | Restricted General Funds £ | Restricted Fixed Asset Funds £ | Total 2019 £ | Total 2018 £ |
|--|------|----------------------------|-------------------------------------|--|--------------------|--------------------|
| Income from: | | | | | | |
| Donations and capital grants | 3 | 165,924 | (2,513,000) | 5,127,216 | 2,780,140 | 20,724,788 |
| Charitable activities | 6 | - | 18,331,096 | 453,093 | 18,784,189 | 16,121,119 |
| Other trading activities | 4 | 1,612,571 | 209,700 | - | 1,822,271 | 1,693,639 |
| Investments | 5 | 14,013 | - | - | 14,013 | 9,611 |
| Total income | | 1,792,508 | 16,027,796 | 5,580,309 | 23,400,613 | 38,549,157 |
| Expenditure on: | | | | | | |
| Raising funds | | 1,154,773 | 1,148,107 | 112,701 | 2,415,581 | 1,533,121 |
| Charitable activities | 8 | - | 18,499,625 | 1,296,063 | 19,795,688 | 16,921,452 |
| Total expenditure | 7 | 1,154,773 | 19,647,732 | 1,408,764 | 22,211,269 | 18,454,573 |
| Net income/(expenditure) before transfers | | 637,735 | (3,619,936) | 4,171,545 | 1,189,344 | 20,094,584 |
| Gross transfers between funds - Revenue | 19 | (253,987) | 253,987 | - | - | - |
| Net income/(expenditure) before other recognised gains/losses | | 383,748 | (3,365,949) | 4,171,545 | 1,189,344 | 20,094,584 |
| Other recognised gains/losses | | | | | | |
| Actuarial gains/(losses) on defined benefit pension schemes | 28 | - | (2,132,000) | - | (2,132,000) | 1,472,000 |
| Net movement in funds | | 383,748 | (5,497,949) | 4,171,545 | (942,656) | 21,566,584 |
| Total funds brought forward | | 1,020,895 | (5,160,532) | 41,321,766 | 37,182,129 | 15,615,545 |
| Funds carried forward at 31 August 2019 | | 1,404,643 | (10,658,481) | 45,493,311 | 36,239,473 | 37,182,129 |

A Statement of Total Recognised Gains and Losses is not required as all gains and losses are included in the Statement of Financial Activities.

All of the Trust's activities derive from continuing operations during the above two financial periods.

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by guarantee)

PARENT CHARITABLE COMPANY STATEMENT OF FINANCIAL ACTIVITIES
(incorporating the income and expenditure account) for the year ended 31 August 2019

| | Note | Unrestricted Funds £ | Restricted General Funds £ | Restricted Fixed Asset Funds £ | Total 2019 £ | Total 2018 £ |
|--|------|----------------------------|-------------------------------------|--|--------------------|--------------------|
| Income from: | | | | | | |
| Donations and capital grants | 3 | 165,924 | (2,513,000) | 5,127,216 | 2,780,140 | 20,724,788 |
| Charitable activities | 6 | - | 18,331,096 | 453,093 | 18,784,189 | 16,121,119 |
| Other trading activities | 4 | 1,126,647 | 209,700 | - | 1,336,347 | 1,353,216 |
| Investments | 5 | 14,013 | - | - | 14,013 | 9,611 |
| Total income | | 1,306,584 | 16,027,796 | 5,580,309 | 22,914,689 | 38,208,734 |
| Expenditure on: | | | | | | |
| Raising funds | | 668,849 | 1,148,107 | 112,701 | 1,929,657 | 1,190,019 |
| Charitable activities | 8 | - | 18,499,625 | 1,296,063 | 19,795,688 | 16,921,452 |
| Total expenditure | 7 | 668,849 | 19,647,732 | 1,408,764 | 21,725,345 | 18,111,471 |
| Net income/(expenditure) before transfers | | 637,735 | (3,619,936) | 4,171,545 | 1,189,344 | 20,097,263 |
| Gross transfers between funds - Revenue | 19 | (253,987) | 253,987 | - | - | - |
| Net income/(expenditure) before other recognised gains/losses | | 383,748 | (3,365,949) | 4,171,545 | 1,189,344 | 20,097,263 |
| Other recognised gains/losses | | | | | | |
| Actuarial gains/(losses) on defined benefit pension schemes | 28 | - | (2,132,000) | - | (2,132,000) | 1,472,000 |
| Net movement in funds | | 383,748 | (5,497,949) | 4,171,545 | (942,656) | 21,569,263 |
| Total funds brought forward | | 1,020,895 | (5,160,532) | 41,321,766 | 37,182,129 | 15,612,866 |
| Funds carried forward at 31 August 2019 | | 1,404,643 | (10,658,481) | 45,493,311 | 36,239,473 | 37,182,129 |

A Statement of Total Recognised Gains and Losses is not required as all gains and losses are included in the Statement of Financial Activities.

All of the academy's activities derive from continuing operations during the above two financial periods.

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating the income and expenditure account) for the year ended 31 August 2018

| | Note | Unrestricted Funds £ | Restricted General Funds £ | Restricted Fixed Asset Funds £ | Total 2018 £ |
|--|------|----------------------------|-------------------------------------|--|--------------------|
| Income from: | | | | | |
| Donations and capital grants | 3 | 317,913 | (2,389,000) | 22,795,875 | 20,724,788 |
| Charitable activities | 4,6 | - | 14,985,079 | 1,136,040 | 16,121,119 |
| Other trading activities | 5 | 1,415,400 | 278,239 | - | 1,693,639 |
| Investments | 6 | 9,611 | - | - | 9,611 |
| Total income | | 1,742,924 | 12,874,318 | 23,931,915 | 38,549,157 |
| Expenditure on: | | | | | |
| Raising funds | | 976,693 | 447,025 | 109,403 | 1,533,121 |
| Charitable activities | 8 | - | 15,663,319 | 1,258,133 | 16,921,452 |
| Total expenditure | 7 | 976,693 | 16,110,344 | 1,367,536 | 18,454,573 |
| Net income/(expenditure) before transfers | | 766,231 | (3,236,026) | 22,564,379 | 20,094,584 |
| Gross transfers between funds – Capital | | - | (198,578) | 198,578 | - |
| Gross transfers between funds - Revenue | | (686,224) | 686,224 | - | - |
| Net income/(expenditure) before other recognised gains/losses | | 80,007 | (2,748,380) | 22,762,957 | 20,094,584 |
| Other recognised gains/losses | | | | | |
| Actuarial gains/(losses) on defined benefit pension schemes | | - | 1,472,000 | - | 1,472,000 |
| Net movement in funds | | 80,007 | (1,276,380) | 22,762,957 | 21,566,584 |
| Total funds brought forward | | 940,888 | (3,884,152) | 18,558,809 | 15,615,545 |
| Funds carried forward at 31 August 2018 | | 1,020,895 | (5,160,532) | 41,321,766 | 37,182,129 |

A Statement of Total Recognised Gains and Losses is not required as all gains and losses are included in the Statement of Financial Activities.

All of the Trust's activities derive from continuing operations during the above financial period.

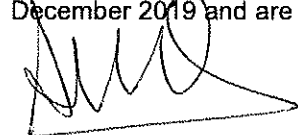
SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by Guarantee)

Consolidated Balance Sheet

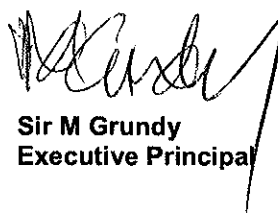
as at 31 August 2019

| | Note | 2019 £ | 2018 £ |
|--|------|---------------------|--------------------|
| Fixed assets | | | |
| Tangible assets | 14 | 45,183,779 | 40,959,940 |
| Intangible assets | 13 | 52,455 | 87,490 |
| | | <u>45,236,234</u> | <u>41,047,430</u> |
| Current assets | | | |
| Stock | 16 | 22,473 | 35,147 |
| Debtors | 17 | 1,274,563 | 1,191,450 |
| Cash on short term deposit | | 1,413,768 | 1,751,442 |
| Cash at bank and in hand | | 1,212,663 | 959,224 |
| Total current assets | | <u>3,923,467</u> | <u>3,937,263</u> |
| Liabilities: | | | |
| Creditors: Amounts falling due within one year | 18 | <u>(1,776,228)</u> | <u>(2,069,564)</u> |
| Net current assets | | <u>2,147,239</u> | <u>1,867,699</u> |
| Total assets less current liabilities excluding pension liability | | 47,383,473 | 42,915,129 |
| Pension scheme liability | 28 | <u>(11,144,000)</u> | <u>(5,733,000)</u> |
| Net assets including pension liability | | <u>36,239,473</u> | <u>37,182,129</u> |
| Funds of the academy: | | | |
| Restricted funds | | | |
| Fixed asset fund - Assets | 19 | 45,493,311 | 41,321,766 |
| General fund | 19 | 485,519 | 572,468 |
| Pension Reserve | 19 | <u>(11,144,000)</u> | <u>(5,733,000)</u> |
| Unrestricted funds | | 34,834,830 | 36,161,234 |
| General fund | 19 | 1,404,643 | 1,020,895 |
| Total Funds | | <u>36,239,473</u> | <u>37,182,129</u> |

The financial statements on pages 35 to 66 were approved by the Governors, and authorised for issue on 10 December 2019 and are signed on their behalf by:



A Savell-Boss
Chairman



Sir M Grundy
Executive Principal

Company Number 06336693

The notes on pages 42 to 69 form part of these financial statements.

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by Guarantee)

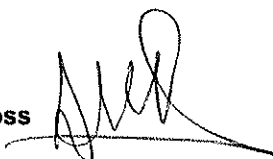
Charitable Company Balance Sheet

as at 31 August 2019

| | Note | £ | 2019 £ | £ | 2018 £ |
|--|------|--------------|-------------------|------------------|-------------------|
| Fixed assets | | | | | |
| Tangible assets | 14 | | 45,183,779 | | 40,959,940 |
| Intangible assets | 13 | | 52,455 | | 87,490 |
| | | | <u>45,236,234</u> | | <u>41,047,430</u> |
| Current assets | | | | | |
| Stock | 16 | 22,473 | | 35,147 | |
| Debtors | 17 | 1,244,478 | | 1,004,693 | |
| Cash on short term deposit | | 1,413,768 | | 1,751,442 | |
| Cash at bank and in hand | | 1,009,253 | | 796,162 | |
| | | | <u>3,689,972</u> | <u>3,587,444</u> | |
| Creditors: Amounts falling due within one year | 18 | (1,542,733) | | (1,719,745) | |
| Net current assets | | | <u>2,147,239</u> | | <u>1,867,699</u> |
| Total assets less current liabilities excluding pension liability | | | 47,383,473 | | 42,915,129 |
| Pension scheme liability | 28 | (11,144,000) | | | (5,733,000) |
| Net assets including pension liability | | | <u>36,239,473</u> | | <u>37,182,129</u> |
| Funds of the academy: | | | | | |
| Restricted funds | | | | | |
| Fixed asset fund | 19 | 45,493,311 | | 41,321,766 | |
| General fund | 19 | 485,519 | | 572,468 | |
| Pension Reserve | 19 | (11,144,000) | | (5,733,000) | |
| Unrestricted funds | | | 34,834,830 | | 36,161,234 |
| General fund | 19 | | 1,404,643 | | 1,020,895 |
| | | | <u>36,239,473</u> | | <u>37,182,129</u> |

The financial statements on pages 35 to 66 were approved by the Governors, and authorised for issue on 10 December 2019 and are signed on their behalf by:

A Savell-Boss
Chairman



Sir M Grundy
Executive Principal



Company Number: 06336693

The notes on pages 42 to 69 form part of these financial statements.

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by Guarantee)

Consolidated Cash Flow Statement

for the year ended 31 August 2019

| | Notes | 2019 £ | 2018 £ |
|---|-------|------------------|------------------|
| Net cash (outflow)/inflow from operating activities | 23 | (80,991) | 1,126,678 |
| Cash flows from investing activities | 24 | (3,244) | 85,369 |
| Increase/(decrease) in cash in the year | 25 | (84,235) | 1,212,047 |
| Reconciliation of net cash flow to movement in net funds | | | |
| Net funds at 1 September 2018 | | 2,710,666 | 1,498,619 |
| Net funds at 31 August 2019 | | <u>2,626,431</u> | <u>2,710,666</u> |

The notes on pages 42 to 69 form part of these financial statements.

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by Guarantee)

Principal accounting policies
31 August 2019

1. Statement of Accounting Policies

Shireland Collegiate Academy Trust is a private limited company, limited by guarantee, incorporated in England and Wales and domiciled in England.

The company registration number is 06336693 and the registered office is Waterloo Road, Smethwick, West Midlands, B66 4ND.

A summary of the principal accounting policies, which have been applied consistently, except where noted, is set out below.

Basis of Preparation

The financial statements of the Academy Trust, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2017 to 2019 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

Shireland Collegiate Academy Trust constitutes a public benefit entity as defined by FRS 102.

Going Concern

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

Basis of consolidation

The group financial statements include those of the charitable company and the company is trading subsidiary, Shireland Learning Limited. The statutory year-end of Shireland Learning Limited is 31 August 2019.

Incoming Resources

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

• **Grants receivable**

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

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

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

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by Guarantee)

Principal accounting policies
31 August 2019

1. Statement of Accounting Policies (continued)

Incoming Resources (continued)

- **Sponsorship Income**

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

- **Donations**

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

- **Other Income**

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

- **Donated goods, facilities and services**

Donations are recognised on a receivable basis where receipt is probable, and the amount can be reliably measured.

Where assets are received on the transfer of a converting school into the trust, the transferred assets are measured at fair value and recognised in the Balance Sheet at the point when the risks and rewards of ownership pass to the trust, which is on signing of the transfer agreement with the converting trust. An equal amount of income is recognised for the transfer of the school into the trust within Income and donations and capital grants.

- **Interest Receivable**

Interest receivable is included in the Statement of Financial Activities on an accrual's basis.

- **Transfer on conversion**

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

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by Guarantee)

Principal accounting policies
31 August 2019

1. Statement of Accounting Policies (continued)

Expenditure

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

- **Expenditure on Raising Funds**

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

- **Charitable Activities**

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

All resources expended are inclusive of irrecoverable VAT.

Intangible Fixed Assets

Intangible assets costing **£1,000** or more are capitalised and recognised when future economic benefits are probable, and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment. Amortisation is provided on intangible fixed assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life, as follows:

- Purchased computer software **20%**

Tangible Fixed Assets

Assets costing £5,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment. Assets costing less than £5,000 are written off in the year of acquisition.

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

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by Guarantee)

Principal accounting policies
31 August 2019

1. Statement of Accounting Policies (continued)

Depreciation

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

| | |
|---|-----|
| Freehold Land | 0% |
| Short Leasehold property | 2% |
| Furniture and equipment (including boilers) | 10% |
| Computer equipment and software | 20% |
| Motor vehicles | 20% |

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use. A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

Liabilities

Liabilities are recognised when there is an obligation at the balance sheet date because of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Academy Trust anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions

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

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

Investments

The Academy's holding in its wholly owned subsidiary, Shireland Learning Limited is included in the balance sheet at nil cost as the company is a company limited by guarantee. There is no readily available market value and the cost of valuation exceeds the benefit derived. Shireland Collegiate Academy Trust is the sole member of Shireland Learning Limited.

Stock

Unused stationery, ICT consumables, ICT hardware, fuel, oil, electrical stock and catering stores are valued at the lower of cost or net realisable value.

Leased Assets

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by Guarantee)

Principal accounting policies
31 August 2019

1. Statement of Accounting Policies (continued)

Financial Instruments

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

Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 17. Prepayments are not financial instruments. Amounts due to the charity's wholly owned subsidiary are held at face value less any impairment.

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

Financial liabilities – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 18. Taxation and social security are not included in the financial instrument's disclosure definition. Deferred income is not deemed 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 academy's wholly owned subsidiary are held at face value less any impairment.

Stock

Items held in stock are valued at the current market cost

Taxation

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

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

Pensions Benefits

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

The TPS is an unfunded scheme and contributions are calculated to spread the cost of pensions over employees' working lives with the Academy Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The Government Actuary based on quadrennial valuations using a prospective unit credit method determines the contributions. As stated in note 28, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by Guarantee)

Principal accounting policies
31 August 2019

1. Statement of Accounting Policies (continued)

Pensions Benefits (continued)

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

Fund Accounting

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

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

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

Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 28, 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 2019. 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.

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by Guarantee)

Principal accounting policies
31 August 2019

2. General Annual Grant (GAG)

Under the Funding Agreement with the Secretary of State the Academy Trust was subject to limits at 31 August 2019 on the amount of GAG that could be carried forward from one year to the next. An amount equal to 12% of GAG could be carried forward, of which up to 2% could be used for general recurrent purposes, with any balance being available for premises/capital purposes.

The Academy Trust has not exceeded these limits during the year ended 31 August 2019.

3. Donations and capital grants – Group and Company

| | Unrestricted Funds £ | Restricted Funds £ | Total 2019 £ | Total 2018 £ |
|---|-------------------------------------|-----------------------------------|-----------------------------|-----------------------------|
| Curriculum income | 111,085 | - | 111,085 | 132,330 |
| Donated assets from local authority on conversion (note 31) | 54,839 | 2,614,216 | 2,669,055 | 20,592,458 |
| | <u>165,924</u> | <u>2,614,216</u> | <u>2,780,140</u> | <u>20,724,788</u> |

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by Guarantee)

Principal accounting policies
31 August 2019

4. Activities for Generating Funds – Group

| | Unrestricted Funds £ | Restricted Funds £ | Total 2019 £ | Total 2018 £ |
|----------------------------------|----------------------------|--------------------------|--------------------|--------------------|
| Nursery | 335,088 | - | 335,088 | 348,496 |
| Extended Services | - | - | - | 32,930 |
| Extended services – Ormiston Inc | - | - | - | 40,000 |
| Catering | 287,876 | - | 287,876 | 222,811 |
| Contribution to visits | 152,131 | - | 152,131 | 95,035 |
| Teaching Income | - | 48,600 | 48,600 | 61,500 |
| Other income – Minibus income | 180 | - | 180 | 1,050 |
| Uniform Income | 2,585 | - | 2,585 | 1,923 |
| Exam fees | 2,320 | - | 2,320 | 235 |
| Trade Other | 51,949 | - | 51,949 | 45,601 |
| Research School | - | 60,100 | 60,100 | 60,000 |
| Microsoft | - | 12,000 | 12,000 | - |
| Mercers | - | 83,000 | 83,000 | 99,000 |
| Hire of Halls / Rooms | 255 | - | 255 | 5,221 |
| Events & lettings | 16,572 | - | 16,572 | 17,096 |
| Post 16 Laptop inc | - | - | - | 2,802 |
| Leisure Centre | 149,870 | - | 149,870 | 144,312 |
| Aspire | - | 6,000 | 6,000 | - |
| Miscellaneous | 10,390 | - | 10,390 | 14,578 |
| Shireland Learning Limited | 603,355 | - | 603,355 | 501,049 |
| | <u>1,612,571</u> | <u>209,700</u> | <u>1,822,271</u> | <u>1,693,639</u> |

5. Investment Income – Group

| | Unrestricted Funds £ | Restricted Funds £ | Total 2019 £ | Total 2018 £ |
|--------------------------|----------------------------|--------------------------|--------------------|--------------------|
| Bank interest receivable | 14,013 | - | 14,013 | 9,611 |
| | <u>14,013</u> | <u>-</u> | <u>14,013</u> | <u>9,611</u> |

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by Guarantee)

Principal accounting policies
31 August 2019

6. Funding for the Academy Trust's educational operations - Group and Company

| | Unrestricted Funds £ | Restricted Funds £ | Total 2019 £ | Total 2018 £ |
|--|----------------------------|--------------------------|--------------------|--------------------|
| DfE/ESFA capital grant | | | | |
| Devolved Formula Capital allocations – DfE | - | 208,570 | 208,570 | 40,460 |
| Other Capital – DfE | - | 238,923 | 238,923 | 1,080,580 |
| Other Capital | - | 5,601 | 5,601 | 15,000 |
| | - | 453,094 | 453,094 | 1,136,040 |
| DfE/ESFA revenue grants | | | | |
| General Annual Grant (GAG) (note 2) | - | 15,204,560 | 15,204,560 | 13,528,431 |
| Pupil Premium | - | 1,175,759 | 1,175,759 | 884,933 |
| Year 7 catch up | - | 30,466 | 30,466 | - |
| Teaching School | - | 47,500 | 47,500 | 46,000 |
| Teaching School Direct | - | 18,000 | 18,000 | 16,600 |
| Free school meals | - | 73,981 | 73,981 | 24,327 |
| PR Teacher Release | - | 38,740 | 38,740 | 17,790 |
| Additional PDG | - | - | - | 83,004 |
| Head Teachers Grant | - | 7,000 | 7,000 | 8,000 |
| Free school grant | - | - | - | 25,556 |
| Other ESFA grants | - | 706,358 | 706,358 | 120,848 |
| EFA Teachers pay award | - | 120,166 | 120,166 | - |
| | - | 17,422,530 | 17,422,530 | 14,755,489 |
| Other Government grants | | | | |
| High Cost pupils | - | 219,619 | 219,619 | 108,155 |
| Other Pupil Premium | - | 39,107 | 39,107 | - |
| Pupil growth | - | 281,267 | 281,267 | 19,870 |
| Literacy Strategy | - | - | - | 1,162 |
| LEA Standard fund | - | - | - | 14,684 |
| Early Years Funding | - | 169,048 | 169,048 | 74,020 |
| EAL Grant | - | 167,589 | 167,589 | 11,699 |
| Other Government Grant | - | 31,935 | 31,935 | 31,935 |
| | - | 908,565 | 908,565 | 229,590 |
| | - | 18,784,189 | 18,784,189 | 16,121,119 |

SHIRELAND COLLEGIATE ACADEMY TRUST
(Company limited by Guarantee)

Principal accounting policies
31 August 2019

7. Resources Expended – Group

| | Staff Costs £ | Premises £ | Other Costs £ | Total 2019 £ | Total 2018 £ |
|--------------------------------------|---------------------|------------------|------------------|--------------------|--------------------|
| Costs of generating voluntary income | 2,132,581 | 112,701 | 170,299 | 2,415,581 | 1,533,122 |
| Academy's educational operations | | | | | |
| Direct Costs | 11,424,340 | 1,042,485 | 1,558,922 | 14,025,747 | 10,795,505 |
| Allocated support costs (Note 8) | 3,329,453 | 1,161,945 | 1,278,543 | 5,769,941 | 6,125,947 |
| | <u>14,753,793</u> | <u>2,204,430</u> | <u>2,837,465</u> | <u>19,795,688</u> | <u>16,921,452</u> |
| | <u>16,886,374</u> | <u>2,317,131</u> | <u>3,007,764</u> | <u>22,211,269</u> | <u>18,454,574</u> |

The method used for the apportionment of support costs is disclosed in the accounting policies on page 44.

Incoming/outgoing resources for the year include:

| | 2019 £ | 2018 £ |
|---------------------------------------|-----------|-----------|
| Operating leases - other | 35,742 | 27,894 |
| Fees payable to the auditor - audit | 17,099 | 15,625 |
| Fees payable to the auditor - other | - | 2,500 |
| Depreciation of tangible fixed assets | 1,373,728 | 1,330,268 |
| Profit on disposal of fixed assets | - | - |

8. Charitable Activities – Academy Trust's educational operations – Group

| | Total 2019 £ | Total 2018 £ |
|--|--------------------|--------------------|
| Direct costs | | |
| Teaching and educational support staff costs | 11,424,340 | 8,640,828 |
| Depreciation | 1,042,485 | 1,011,976 |
| Books, apparatus and stationery | 766,586 | 499,060 |
| Examination fees | 218,594 | 205,260 |
| Staff development | 166,550 | 109,641 |
| Educational consultancy | 42,532 | 86,938 |
| Other direct costs | 364,660 | 241,802 |
| | <u>14,025,747</u> | <u>10,795,505</u> |

SHIRELAND COLLEGIATE ACADEMY TRUST
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Principal accounting policies
31 August 2019

8. Charitable Activities – Academy Trust’s educational operations - Group (continued)

Allocated support costs

| | Total 2019 £ | Total 2018 £ |
|--|-----------------------------|-----------------------------|
| Support staff costs | 3,321,955 | 3,896,964 |
| Depreciation | 169,052 | 164,104 |
| Recruitment and support | 92,753 | 85,646 |
| Maintenance of premises and equipment | 269,511 | 327,118 |
| Cleaning | 58,604 | 53,449 |
| Rent & rates | 118,367 | 92,962 |
| Heat and light | 315,956 | 279,912 |
| Insurance | 87,226 | 70,606 |
| Security | 58,703 | 45,837 |
| Transport | 67,018 | 44,541 |
| Catering | 406,375 | 286,000 |
| Technology costs | 225,004 | 240,489 |
| Bank interest and charges | 565 | 2,290 |
| Other support costs | 421,372 | 374,221 |
| Legal and professional fees | 43,717 | 38,015 |
| Auditors remuneration | | |
| Audit of financial statements | 17,099 | 15,625 |
| Other audit work | - | 2,500 |
| Staff costs for Responsible Officer Audit | 1,815 | 1,500 |
| Support staff costs for Governance | 7,499 | 19,730 |
| Depreciation | 84,526 | 82,052 |
| Governors’ reimbursed expenses/ training courses | 2,824 | 2,386 |
| | <u>5,769,941</u> | <u>6,125,947</u> |
| Total direct and support costs | <u>19,795,688</u> | <u>16,921,452</u> |

9. Staff - Group

a. Staff costs

Staff costs during the year were:

| | 2019 £ | 2018 £ |
|---|-------------------|-------------------|
| Wages and salaries | 11,928,730 | 10,078,598 |
| Social security costs | 1,188,839 | 1,073,717 |
| Other pension costs | 2,072,885 | 1,622,336 |
| Defined benefit pension scheme adjustment | 766,000 | 593,000 |
| | <u>15,956,454</u> | <u>13,367,651</u> |
| Staff restructuring costs | 350,018 | 196,508 |
| Agency staff | 579,902 | 327,061 |
| | <u>16,886,374</u> | <u>13,891,220</u> |

b. Staff severance payments

Included in staff restructuring costs are £196,664 of compensation payments, £135,327 of redundancies and £18,026 of payments in lieu of notice. (2018: £57,996 of compensation payments and £138,512 of redundancies.

SHIRELAND COLLEGIATE ACADEMY TRUST
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Principal accounting policies
31 August 2019

9. Staff – Group (continued)

c. Staff numbers

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

| | 2019 | 2018 |
|------------------------------|-------------|-------------|
| | No. | No. |
| Charitable activities | | |
| Teachers | 191 | 163 |
| Administration and support | 297 | 227 |
| Management | 6 | 8 |
| | <hr/> | <hr/> |
| Total | 494 | 398 |

d. Higher paid staff

The number of employees whose emoluments exceeded £60,000 was:

| | 2019 | 2018 |
|---------------------|-------------|-------------|
| | No. | No. |
| £60,001 - £70,000 | 4 | 3 |
| £70,001 - £80,000 | 3 | 1 |
| £80,001 - £90,000 | 2 | 2 |
| £90,001 - £100,000 | 2 | - |
| £100,001 - £110,000 | - | 1 |
| £110,001 - £120,000 | 1 | - |
| £170,001 - £180,000 | - | 1 |
| £190,001 - £200,000 | 1 | - |
| | <hr/> | <hr/> |

Eleven of the above employees participated in the Teachers' Pension Scheme. During the year ended 31 August, pension contributions for these staff amounted to £132,959 (2018: £94,154 for six employees). The other two employees participated in the Local Government Pension Scheme, pension contributions amounted to £22,443 (2018 - £21,507).

e. Key management personnel

The Key Management personnel of the academy comprise the trustees and the Executive management team as listed on page 4 plus the senior leadership of Shireland, Thorns, Holyhead and Tameside.

The total amount of employee benefits including pension contributions for the EMT was £757,915 (2018: £723,121). The employee benefits for the Senior Leadership of the individual schools was: SCA £597,873 (2018: £659,549), Thorns £801,665 (2018: £793,265), Holyhead £122,437 (2018: £129,507) and Tameside £355,012 (2018: £Nil).

SHIRELAND COLLEGIATE ACADEMY TRUST
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Notes to the Financial Statements
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10. Central Services

The academy trust has provided the following central services to its academies throughout the year:

- Leadership and management to include strategy support, a CEO, FD and HR director
- Educational improvement and support including a curriculum framework
- Safeguarding
- Health & Safety
- E-Learning Support
- Human Resources
- Finance
- Governance including a company secretary
- Internal and external audit
- All statutory policies and guidance for the above areas

The above is charged at a flat rate of 5% of each academies GAG funding.

The actual amounts charged during the year were as follows:

| | 2019 £ | 2018 £ |
|------------------------------|----------------|----------------|
| Shireland Collegiate Academy | 377,466 | 375,178 |
| Thorns Collegiate Academy | 220,292 | 237,797 |
| Holyhead Primary Academy | 48,713 | 49,612 |
| Tameside Primary Academy | 113,758 | - |
| | <u>760,229</u> | <u>662,587</u> |

11. Related Party Transactions - Trustees' remuneration and expenses

The Memorandum and Articles of Association permits the payment of remuneration and out of pocket expenses to trustees provided that:

- The remuneration or other sums paid to the trustee do not exceed an amount that is reasonable in all the circumstances;
- The Trustee is absent from the part of any meeting at which there is discussion of;
 - his or her employment or remuneration, or any matter concerning the contract; or
 - his or her performance in the employment, or his or her performance of the contract; or
 - any proposal to enter into any other contract or arrangement with him or her or to confer any benefit upon him or her that would be permitted under the clauses of the Memorandum and Articles of Association; or
 - any other matter relating to a payment or the conferring of any benefit permitted under the clauses of the Memorandum and Articles of Association.
- The Trustee does not vote on any such matter and is not to be counted when calculating whether a quorum of Trustees is present at the meeting;
- The other Trustees are satisfied that it is in the best interests of the charitable company to employ or contract with that Trustee rather than with someone who is not a Trustee. In reaching that decision the Trustees must balance the advantage of employing a Trustee against the disadvantages of doing so (especially the loss of the Trustees services because of dealing with the Trustees conflict of interest);

SHIRELAND COLLEGIATE ACADEMY TRUST
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Notes to the Financial Statements
31 August 2019

11. Related Party Transactions - Trustees' remuneration and expenses (continued)

- The Trustees in the minute book record the reason for their decision;
- A majority of the Trustees in office have received no such payments.

During the year the trustees received reimbursements for travel and subsistence totalling £134 (one Trustee). (2018: £80, one Trustee).

Principal and staff trustees only receive remuneration in respect of services they provide undertaking the roles of principal and staff and not in respect of their services as trustees. Other trustees did not receive any payments from the Academy in respect of their role as trustees. The value of trustees' remuneration was as follows:

Sir M Grundy (principal and trustee): Remuneration £190,000 - £195,000 (2018: £175,000 - £180,000)
 Pension £20,000 - £25,000 (2018: £25,000 - £30,000)

Other related party transactions are set out in note 31.

12. Trustees' and Officers' Insurance

In accordance with normal commercial practice the Academy has purchased insurance to protect governors and officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy business. The insurance provides cover up to £5,000,000 on any one claim and the cost for the period ended 31 August 2019 was £621 (2018: £675). The cost of this insurance is included in the total insurance cost.

13. Intangible Fixed Assets – Group and Company

| | Computer Software £ | Total £ |
|------------------------|------------------------------------|--------------------|
| Cost | | |
| At 1 September 2018 | 219,193 | 219,193 |
| Additions | - | |
| At 31 August 2019 | <u>219,193</u> | <u>219,193</u> |
| Depreciation | | |
| At 1 September 2018 | 131,703 | 131,703 |
| Charged in year | 35,035 | 35,035 |
| At 31 August 2019 | <u>166,738</u> | <u>166,738</u> |
| Net book values | | |
| At 31 August 2019 | <u>52,455</u> | <u>52,455</u> |
| At 31 August 2018 | <u>87,490</u> | <u>87,490</u> |

SHIRELAND COLLEGIATE ACADEMY TRUST
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Notes to the Financial Statements
31 August 2019

14. Tangible Fixed Assets – Group and Company

| | Land and buildings £ | Furniture and Equipment £ | Computer equipment £ | Motor vehicles £ | Total £ |
|-------------------------|----------------------------|------------------------------------|----------------------------|------------------------|-------------------|
| Cost | | | | | |
| At 1 September 2018 | 41,479,699 | 954,540 | 4,182,272 | 29,016 | 46,645,527 |
| Additions | 338,787 | 61,486 | 70,078 | - | 470,351 |
| Inherited on conversion | 4,865,000 | 174,546 | 87,670 | - | 5,127,216 |
| Disposals | - | - | - | - | - |
| At 31 August 2019 | 46,683,486 | 1,190,572 | 4,340,020 | 29,016 | 52,243,094 |
| Depreciation | | | | | |
| At 1 September 2018 | 1,801,953 | 444,219 | 3,410,399 | 29,016 | 5,685,587 |
| Charged in year | 838,336 | 160,851 | 374,541 | - | 1,373,728 |
| Disposals | - | - | - | - | - |
| At 31 August 2019 | 2,640,289 | 605,070 | 3,784,940 | 29,016 | 7,059,315 |
| Net book values | | | | | |
| At 31 August 2019 | 44,043,197 | 585,502 | 555,080 | - | 45,183,779 |
| At 31 August 2018 | 39,677,746 | 510,321 | 771,873 | - | 40,959,940 |

Included within the net book value of Land and buildings is land not depreciated of £810,893 (2018: £810,893).

15. Investments

| | 2019 £ | 2018 £ |
|---|-----------|-----------|
| Investment in wholly owned subsidiary at cost | - | - |

Shireland Collegiate Academy is the sole member of Shireland Learning Limited ("SLL") a company limited by guarantee. SLL is a company incorporated in England (Company registration 6052021). The principal activity of SLL is providing an online learning environment.

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Notes to the Financial Statements
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15. Investments (continued)

A summary of the results and that balance sheet position of SLL for the year ended 31 August 2019 is shown below:

| Profit and loss account | Year ended 31 August 2019 £ | Year ended 31 August 2018 £ |
|--------------------------------|--|--|
| Loss for the period | - | (2,680) |
| Balance sheet | 31 August 2019 £ | 31 August 2018 £ |
| Current assets | 353,552 | 360,474 |
| Current liabilities | (353,552) | (360,474) |
| | - | - |
| Represented by | | |
| Profit and loss account b/f | - | 2,680 |
| Profit for the year | 117,431 | (2,680) |
| Gift aid payment | (117,431) | - |
| Members' funds | - | - |

The audit reports for the year ended 31 August 2019 and the year ended 31 August 2018 were both unqualified.

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Notes to the Financial Statements
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16. Stock

| | 2019 | 2019 | 2018 | 2018 |
|------------------------|---------------|----------------|---------------|----------------|
| | Group | Company | Group | Company |
| | £ | £ | £ | £ |
| ICT Equipment | 611 | 611 | 7,343 | 7,343 |
| ICT consumables | 1,894 | 1,894 | 592 | 592 |
| Fuel Oil | 6,115 | 6,115 | 6,107 | 6,107 |
| Stationery & Resources | 4,380 | 4,380 | 4,469 | 4,469 |
| Catering | 3,519 | 3,519 | 4,286 | 4,286 |
| Electrical | - | - | 6,451 | 6,451 |
| Cleaning | 5,953 | 5,953 | 5,899 | 5,899 |
| | <u>22,472</u> | <u>22,472</u> | <u>35,147</u> | <u>35,147</u> |

17. Debtors

| | 2019 | 2019 | 2018 | 2018 |
|--------------------------------|------------------|------------------|------------------|------------------|
| | Group | Company | Group | Company |
| | £ | £ | £ | £ |
| Trade debtors | 248,911 | 142,722 | 314,085 | 116,117 |
| Prepayments and accrued income | 832,629 | 788,676 | 473,245 | 446,153 |
| VAT recoverable | 193,023 | 193,023 | 208,886 | 250,405 |
| Sundry debtors | - | 120,057 | 195,234 | 192,018 |
| | <u>1,274,563</u> | <u>1,244,478</u> | <u>1,191,450</u> | <u>1,004,693</u> |

18. Creditors: amounts falling due within one year

| | 2019 | 2019 | 2018 | 2018 |
|------------------------------|------------------|------------------|------------------|------------------|
| | Group | Company | Group | Company |
| | £ | £ | £ | £ |
| Trade creditors | 205,372 | 205,372 | 26,204 | 26,204 |
| Taxation and social security | 300,333 | 300,333 | 258,169 | 247,141 |
| Pension | 227,070 | 227,070 | 203,050 | 194,627 |
| Other creditors | 267,753 | 259,665 | 6,657 | 6,657 |
| Accruals and deferred income | 775,700 | 550,293 | 1,575,484 | 1,245,116 |
| | <u>1,776,228</u> | <u>1,542,733</u> | <u>2,069,564</u> | <u>1,719,745</u> |

Deferred income

| | 2019 |
|-------------------------------------|----------------|
| | £ |
| Deferred income at 1 September 2018 | 568,607 |
| Resources expended for the year | (568,607) |
| Deferred income for current year | <u>429,619</u> |
| Deferred Income at 31 August 2019 | <u>429,619</u> |

Deferred income at 31 August 2019 relates to Teaching school funding, trips and trading income for Human Resources, finance, safeguarding, technicians, e-learning and Mathsflip, devolved formula capital, Sandwell mentor funding, free school grant and nursery parents relating to the next financial year.

SHIRELAND COLLEGIATE ACADEMY TRUST
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Notes to the Financial Statements
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19. Statement of funds

The income funds of the Group comprise the following balances of grants to be applied for specific purposes:

| | Balance at 1 September 2018 £ | Incoming resources £ | Resources expended £ | Gains/ (losses) and transfers £ | Balance at 31 August 2019 £ |
|---|--|----------------------------|----------------------------|---|--------------------------------------|
| Restricted general funds | | | | | |
| General Annual Grant (GAG) | 170,982 | 15,204,560 | (15,330,913) | 253,987 | 298,616 |
| Other ESFA/DfE grants | 252,064 | 2,217,969 | (2,402,712) | 48,600 | 115,921 |
| LA grants - High cost pupils | 10,803 | 908,567 | (884,495) | - | 34,875 |
| Other restricted - projects | 138,619 | 209,700 | (263,612) | (48,600) | 36,107 |
| Pension reserve | (5,733,000) | (2,513,000) | (766,000) | (2,132,000) | (11,144,000) |
| | <u>(5,160,532)</u> | <u>16,027,796</u> | <u>(19,647,732)</u> | <u>(1,878,013)</u> | <u>(10,658,481)</u> |
| Restricted fixed asset funds | | | | | |
| LA donations | 38,674,636 | 5,127,216 | (1,113,367) | - | 42,688,485 |
| ESFA/DfE capital grants | 191,872 | 208,570 | (19,201) | - | 381,241 |
| Capital expenditure from GAG | 688,435 | - | (206,414) | - | 482,021 |
| Capital expenditure from Unrestricted funds | 587,029 | - | (21,425) | - | 565,604 |
| Other Capital Grants | 1,134,078 | 244,523 | (48,357) | - | 1,330,244 |
| Other income (restricted)/ donations | 45,716 | - | - | - | 45,716 |
| | <u>41,321,766</u> | <u>5,580,309</u> | <u>(1,408,764)</u> | <u>-</u> | <u>45,493,311</u> |
| Total restricted funds | 36,161,234 | 21,608,105 | (21,056,496) | (1,878,013) | 34,834,830 |
| Unrestricted general funds | | | | | |
| General funds | 1,020,895 | 1,792,508 | (1,154,773) | (253,987) | 1,404,643 |
| Total unrestricted funds | 1,020,895 | 1,792,508 | (1,154,773) | (253,987) | 1,404,643 |
| Total funds | 37,182,129 | 23,400,613 | (22,211,269) | (2,132,000) | 36,239,473 |

The transfers from unrestricted funds to restricted funds represent the excess of resources expended over incoming resources.

SHIRELAND COLLEGIATE ACADEMY TRUST
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19. Restricted Funds (continued)

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

- a. General Annual Grant must be used for the normal running costs of the Academy. Under the funding agreements with the Secretary of State, the academy trust was subject to a limit on the amount of GAG that it could carry forward at 31 August 2019. Note 2 discloses whether the limit was exceeded;
- b. Pupil Premium to support students who come from disadvantaged families;
- c. Restricted fixed assets were funded by government grants or sponsors;
- d. High Cost Pupils funding is to support identified students with additional educational needs;
- e. Sandwell PPG – grant to spend on promoting healthy lifestyles for students;
- f. Extended Services – grant to spend on promoting extra-curricular activities with students and families;
- g. Free school and Sponsor capacity grant – to fund the expansion of the MAT and fund costs associated with the setting up of a Free School;
- h. Pension reserve – represents the surplus/ (deficit) in the Local Government Pension Scheme.

Statement of funds – Prior year

| | Balance at 1 September 2017 £ | Incoming resources £ | Resources expended £ | Gains/ (losses) and transfers £ | Balance at 31 August 2018 £ |
|---|--|----------------------------|----------------------------|---|--------------------------------------|
| Restricted general funds | | | | | |
| General Annual Grant (GAG) | 8,734 | 13,528,431 | (13,853,829) | 487,646 | 170,982 |
| Other ESFA/DfE grants | 179,996 | 1,227,058 | (1,216,490) | 61,500 | 252,064 |
| LA grants - High cost pupils | 13,547 | 229,590 | (232,334) | - | 10,803 |
| Other restricted - projects | 136,571 | 278,239 | (214,691) | (61,500) | 138,619 |
| Pension reserve | (4,223,000) | (2,389,000) | (593,000) | 1,472,000 | (5,733,000) |
| | <u>(3,884,152)</u> | <u>12,874,318</u> | <u>(16,110,344)</u> | <u>1,959,646</u> | <u>(5,160,532)</u> |
| Restricted fixed asset funds | | | | | |
| LA donations | 16,766,446 | 22,795,875 | (887,685) | - | 38,674,636 |
| EFA/DfE capital grants | 168,460 | 40,460 | (17,048) | - | 191,872 |
| Capital expenditure from GAG | 735,871 | - | (246,014) | 198,578 | 688,435 |
| Capital expenditure from Unrestricted funds | 627,429 | - | (40,400) | - | 587,029 |
| Other Capital Grants | 175,297 | 1,095,580 | (136,799) | - | 1,134,078 |
| Other income (restricted)/ donations | 85,306 | - | (39,590) | - | 45,716 |
| | <u>18,558,809</u> | <u>23,931,915</u> | <u>(1,367,536)</u> | <u>198,578</u> | <u>41,321,766</u> |
| Total restricted funds | 14,674,657 | 36,806,233 | (17,477,880) | 2,158,224 | 36,161,234 |
| Unrestricted general funds | | | | | |
| General funds | 938,209 | 1,402,501 | (633,591) | (686,224) | 1,020,895 |
| Trading subsidiary | 2,679 | 340,423 | (343,102) | - | - |
| Total unrestricted funds | 940,888 | 1,742,924 | (976,693) | (686,224) | 1,020,895 |
| Total funds | 15,615,545 | 38,549,157 | (18,454,573) | 1,472,000 | 37,182,129 |

SHIRELAND COLLEGIATE ACADEMY TRUST
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Notes to the Financial Statements
31 August 2019

19. Restricted Funds (continued)

Analysis of academies by fund balance

| | Total 2019 £ | Total 2018 £ |
|--|-----------------------------|-----------------------------|
| Shireland Collegiate Academy | 636,564 | 800,827 |
| Thorns Collegiate Academy | 57,217 | 47,504 |
| Holyhead Primary School | 308,468 | 160,754 |
| Tameside | (2,683) | - |
| Central Services | 890,596 | 584,277 |
| Total before fixed asset fund and pension reserve | 1,890,162 | 1,593,362 |
| Restricted fixed asset fund | 45,493,311 | 41,321,766 |
| Pension reserve | (11,144,000) | (5,733,000) |
| Total | 36,239,473 | 37,182,128 |

Analysis of academies by cost

| | Teaching and educational support costs £ | Other support staff costs £ | Educational supplies £ | Other costs excluding depreciation £ | Total 2019 £ |
|------------------------------------|---|--|---------------------------------------|---|-----------------------------|
| Shireland Collegiate Academy Trust | 865,972 | 266,119 | 230,704 | 759,234 | 2,122,028 |
| Shireland Collegiate Academy | 5,790,638 | 826,648 | 596,823 | 1,814,280 | 9,028,389 |
| Thorns Collegiate Academy | 3,347,396 | 661,498 | 249,266 | 1,216,344 | 5,474,504 |
| Holyhead Collegiate Academy | 633,455 | 196,674 | 30,984 | 346,399 | 1,207,512 |
| Tameside Primary Academy | 2,056,893 | 337,393 | 77,269 | 586,581 | 3,058,135 |
| | 12,694,354 | 2,288,332 | 1,185,046 | 4,722,838 | 20,890,570 |

SHIRELAND COLLEGIATE ACADEMY TRUST
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Notes to the Financial Statements
31 August 2019

20. Analysis of net assets between funds

Fund balances at 31 August 2019 are represented by:

| | Unrestricted Funds £ | Restricted General Funds £ | Restricted Fixed Asset Funds £ | Total Funds £ |
|--------------------------|----------------------------|-------------------------------------|---|---------------------|
| Tangible fixed assets | - | - | 45,236,234 | 45,236,234 |
| Current assets | 2,018,446 | 1,647,944 | 257,077 | 3,923,467 |
| Current liabilities | (613,803) | (1,162,425) | - | (1,776,228) |
| Pension scheme liability | - | (11,144,000) | - | (11,144,000) |
| Total net assets | 1,404,643 | (10,658,481) | 45,493,311 | 36,239,473 |

Fund balances at 31 August 2018 are represented by:

| | Unrestricted Funds £ | Restricted General Funds £ | Restricted Fixed Asset Funds £ | Total Funds £ |
|--------------------------|----------------------------|-------------------------------------|---|---------------------|
| Tangible fixed assets | - | - | 41,047,430 | 41,047,430 |
| Current assets | 2,329,070 | 1,333,857 | 274,336 | 3,937,263 |
| Current liabilities | (1,308,175) | (761,389) | - | (2,069,564) |
| Pension scheme liability | - | (5,733,000) | - | (5,733,000) |
| Total net assets | 1,020,895 | (5,160,532) | 41,321,766 | 37,182,129 |

21. Capital commitments

| | 2019 £ | 2018 £ |
|--|-----------|-----------|
| Authorised by trustees, but not yet contracted | 27,403 | - |

The above capital commitments will be met from capital grants to be received in future years.

22. Financial commitments

At 31 August 2019 the Academy had total commitments under non-cancellable operating leases falling due as follows:

| | 2019 £ | 2018 £ |
|--|---------------|---------------|
| Other Operating Leases | | |
| Expiring within one year | 32,754 | 27,729 |
| Expiring within two and five years inclusive | 22,628 | 31,250 |
| | 55,382 | 58,979 |

SHIRELAND COLLEGIATE ACADEMY TRUST
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Notes to the Financial Statements
31 August 2019

23. Reconciliation of net income to net cash inflow from operating activities

| | 2019 £ | 2018 £ |
|--|-----------------|------------------|
| Net income/(expenditure) for the period (as per the statement of financial activities) | 1,189,344 | 20,094,583 |
| Depreciation /profit and loss on disposal (Note 13 + 14) | 1,408,763 | 1,367,536 |
| Donated assets on conversion | (2,614,216) | (20,406,875) |
| Capital grants from DfE and other capital income | (453,094) | (1,136,040) |
| Loss/(Profit) on disposal of fixed assets | - | - |
| Interest receivable | (14,013) | (9,611) |
| Defined benefit pension scheme cost less contributions payable (Note 28) | 553,000 | 426,000 |
| Defined benefit pension scheme finance cost (Note 28) | 213,000 | 167,000 |
| (Increase) in stocks | 12,674 | (2,248) |
| (Increase)/decrease in debtors | (83,113) | (537,601) |
| Increase/(decrease) in creditors | (293,336) | 1,163,934 |
| Net cash inflow from operating activities | (80,991) | 1,126,678 |

24. Cashflows from investing activities

| | 2019 £ | 2018 £ |
|--|----------------|---------------|
| Interest received | 14,013 | 9,611 |
| Purchase of intangible fixed assets | - | - |
| Purchase of tangible fixed assets | (470,351) | (1,060,282) |
| Capital grants from DfE and other capital income | 453,094 | 1,136,040 |
| Net cash inflow from returns on investment and servicing of finance | (3,244) | 85,369 |

25. Analysis of changes in net funds

| | At 1 September 2018 £ | Cash flows £ | At 31 August 2019 £ |
|---------------------------|--------------------------------|-----------------|------------------------------|
| Cash in hand and at bank | 959,224 | 253,439 | 1,212,663 |
| Current asset investments | 1,751,442 | (337,674) | 1,413,768 |
| | 2,710,666 | (84,235) | 2,626,431 |

SHIRELAND COLLEGIATE ACADEMY TRUST
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Principal accounting policies
31 August 2019

26. Contingent Liabilities

During the period of the Funding Agreement, in the event of the sale or disposal by other means of any asset for which a Government capital grant was received, the Academy is required either to re-invest the proceeds or to repay to the Secretary of State for Education and Skills the same proportion of the proceeds of the sale or disposal as equates with the proportion of the original cost met by the Secretary of State.

Upon termination of the Funding Agreement, whether as a result of the Secretary of State or the Academy serving notice, the Academy shall repay to the Secretary of State sums determined by reference to:

- a) The value at that time of the Academy's site and premises and other assets held for the purpose of the Academy; and
- b) The extent to which expenditure incurred in providing those assets were met by payments by the Secretary of State under the Funding Agreement.

27. 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.

28. Pension obligations

The Academy'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 Sandwell MBC. Both are multi-employer defined-benefit pension schemes.

The latest actuarial valuation of the TPS was 31 March 2012 and of the LGPS 31 March 2016.

Contributions amounting to £227,070 (2018: £203,050) were payable to the schemes at 31 August 2019 and are included within creditors.

Teachers' Pension Scheme

Introduction

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 and, from 1 January 2007, automatic for teachers in part-time employment following appointment or a change of contract, although they are able to opt out.

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

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Principal accounting policies
31 August 2019

28. Pension obligations (continued)

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury. 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 2012 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education on 9 June 2014. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 16.48% of pensionable pay (including a 0.08% employer administration charge)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £191,500 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £176,600 million giving a notional past service deficit of £14,900 million
- an employer cost cap of 10.9% of pensionable pay will be applied to future valuations
- the assumed real rate of return is 3.0% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.75%. The assumed nominal rate of return is 5.06%.

The TPS valuation for 2012 determined an employer rate of 16.4%, which was payable from September 2015. The next valuation of the TPS is currently underway based on April 2016 data, whereupon the employer contribution rate is expected to be reassessed and will be payable from 1 September 2019.

The employer's pension costs paid to TPS in the period amounted to £1,211,885 (2018: £1,038,336).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website (www.teacherspensions.co.uk/news/employers/2014/06/publication-of-the-valuation-report.aspx).

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

SHIRELAND COLLEGIATE ACADEMY TRUST
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Principal accounting policies
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28. Pension obligations (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 2019 was £1,057,000 (2018: £739,000), of which employer's contributions totalled £861,000 (2018: £584,000) and employees' contributions totalled £196,000 (2018: £155,000). The agreed contribution rates for future years are 10.7% for employers and depending on salary 5.5% - 7.5% for employees.

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

Principal Actuarial Assumptions

| | At 31 August 2019 | At 31 August 2018 |
|-------------------------------|------------------------------|------------------------------|
| | % | % |
| Rate of increase in salaries | 3.70 | 3.80 |
| Rate of increase in pensions | 2.20 | 2.30 |
| Discount rate for liabilities | 1.90 | 2.65 |
| CP Inflation Assumption | 2.20 | 2.30 |

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

The assumed life expectations on retirement age 65, in years, are:

Retiring today

| | | |
|---------|------|------|
| Males | 20.9 | 21.9 |
| Females | 23.2 | 24.4 |

Retiring in 20 years

| | | |
|---------|------|------|
| Males | 22.6 | 24.1 |
| Females | 25.1 | 26.7 |

SHIRELAND COLLEGIATE ACADEMY TRUST
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28. Pension obligations (continued)

The Academy's share of the assets and liabilities in the scheme and the expected rates of return were:

| | Fair value at 31 August 2019 £ | Fair value at 31 August 2018 £ |
|-------------------------------------|---|--|
| Equities | 6,812,000 | 6,074,000 |
| Government Bonds | 1,072,000 | 691,000 |
| Other Bonds | 429,000 | 355,000 |
| Property | 925,000 | 780,000 |
| Other | 1,682,000 | 1,341,000 |
| Cash/liquidation | 409,000 | 359,000 |
| | <hr/> | <hr/> |
| Total market value of assets | 11,329,000 | 9,600,000 |
| Present value of scheme liabilities | (22,473,000) | (15,333,000) |
| (Deficit) in the scheme | <hr/> (11,144,000) <hr/> | <hr/> (5,733,000) <hr/> |

The actual return on the scheme assets in the year was £657,000 (2018: £105,000).

| Amount recognised in the statement of financial activities | 2019 £ | 2018 £ |
|---|-----------------------|-----------------------|
| Current service cost | 1,125,000 | 1,010,000 |
| Past service cost | 289,000 | - |
| Net interest cost | 213,000 | 167,000 |
| Total pension cost recognised in statement of financial activities | <hr/> 1,627,000 <hr/> | <hr/> 1,177,000 <hr/> |

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

| | 2019 £ | 2018 £ |
|-----------------------------------|------------------------|------------------------|
| At 1 September 2018 | 15,333,000 | 12,429,000 |
| Current service cost | 1,125,000 | 1,010,000 |
| Past service cost | 289,000 | - |
| Interest cost | 478,000 | 402,000 |
| Member contributions | 196,000 | 155,000 |
| Actuarial (gains)/loses | 2,524,000 | (1,602,000) |
| Benefits paid | (128,000) | (170,000) |
| Transferred in from new academies | 2,656,000 | 3,109,000 |
| At 31 August 2019 | <hr/> 22,473,000 <hr/> | <hr/> 15,333,000 <hr/> |

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Notes to the Financial Statements
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28. Pension obligations (continued)

Movement in the fair value of Academies share of scheme assets:

| | | |
|--|-------------------|------------------|
| At 1 September 2018 | 9,600,000 | 8,206,000 |
| Interest income | 265,000 | 235,000 |
| Return on plan assets (excluding net interest) | 392,000 | (130,000) |
| Employer contribution | 861,000 | 584,000 |
| Member contribution | 196,000 | 155,000 |
| Benefit paid | (128,000) | (170,000) |
| Transferred in from new academies | 143,000 | 720,000 |
| At 31 August 2019 | 11,329,000 | 9,600,000 |

29. Related Party Transactions

Owing to the nature of the Academy's operations and the composition of the Trust Board being drawn from local, public and private sector organisations, it is inevitable that transactions will take place with organisation in which a member of the Trust Board may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Academy's financial regulations and normal procurement procedures.

E Savell-Boss, sister of A Savell-Boss, a member and trustee, is employed by the academy trust as Director of Safeguarding. E Savell-Boss's appointment was made in open competition and A Savell-Boss was not involved in the decision-making process regarding appointment. E Savell-Boss is paid within the normal pay scale for her role and receives no special treatment as a result of her relationship to a trustee.

K Grundy, wife of M Grundy, a trustee, is employed by the academy trust as Primary Director of Education. K Grundy's appointment was made in open competition and M Grundy was not involved in the decision-making process regarding appointment. K Grundy is paid within the normal pay scale for her role and receives no special treatment as a result of her relationship to a trustee.

T Bruce, son of M Grundy, a trustee, is employed by the academy trust as a teacher. T Bruce's appointment was made in open competition and M Grundy was not involved in the decision-making process regarding appointment. T Bruce is paid within the normal pay scale for his role and receives no special treatment as a result of his relationship to a trustee.

During the year, the trust made payments to Safeguard Software Limited for IT software totalling £4,175 (2018: £2,142). The sister of A Savell-Boss, a trustee, has a direct relationship with the director of Safeguard Software Limited. At the 31 August 2019 £nil was outstanding (2018: £nil).

The trust made the transactions at arm's length and in accordance with its financial regulations. In entering into the transactions, the trust has complied with the requirements of the ESFA's Academies Financial Handbook.

No further related party transactions took place during the year.

SHIRELAND COLLEGIATE ACADEMY TRUST
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Notes to the Financial Statements
31 August 2019

30. Agency Payments

The Academy Trust distributes 16-19 bursary funds to students as an agent for ESFA. In the accounting period, ending 31 August 2019 the trust received £29,431 and disbursed £25,032 from the fund. The opening balance on the fund was £nil. An underspend of £4,399 is being carried forward.

31. Transfer of new academies into the Trust

During the year ended 31 August 2019, Shireland Collegiate Academy Trust oversaw the conversion of one school to academy status. This conversion occurred on 1 September 2018, and the operations, assets and liabilities were transferred from the relevant local authority to the Trust for no consideration.

The transfers have been accounted for using the acquisition method. The assets and liabilities were valued at their fair value and recognised in the balance sheet under the appropriate headings with a corresponding net amount recognised as incoming resources in the Statement of Financial Activities (SOFA).

The following tables set out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the SOFA.

| Tameside Primary Academy | Unrestricted General Funds £ | Restricted Pension Fund £ | Restricted Fixed Asset Funds £ | Total Funds £ |
|---|---|--|---|------------------------------|
| Tangible fixed assets | - | - | 5,127,216 | 5,127,216 |
| Budget surplus on local authority funds | 54,840 | - | - | 54,840 |
| LGPS pension deficit | - | (2,513,000) | - | (2,513,000) |
| Net assets transferred | <u>54,840</u> | <u>(2,513,000)</u> | <u>5,127,216</u> | <u>2,669,056</u> |

32. Teaching school trading account

| | 2018/19 £ | 2018/19 £ |
|----------------------|----------------------|----------------------|
| Income | | |
| - Direct income | <u>47,500</u> | |
| Total income | | 47,500 |
| Expenditure | | |
| - Direct expenditure | 46,939 | |
| - Other costs | <u>561</u> | |
| Total expenditure | | 47,500 |
| Surplus / (deficit) | | <u><u>-</u></u> |

