

# The Elliot Foundation Academies Trust

## ANNUAL REPORT AND FINANCIAL STATEMENTS

For the year ended  
31<sup>st</sup> August 2021  
Company registration No. 8116706

## Foreword by children from Cavalry Primary

The Elliot Foundation Academies Trust is all about different schools coming together so that children make connections with other people, and the trust often brings new ideas to our school. Without The Elliot Foundation we couldn't join in larger projects and we wouldn't meet new people from different schools and different parts of the country.



This year, we loved being part of the Royal Opera House project in East Anglia because we learnt so many new skills in dance and design technology. The highlight was the celebration day when eight schools joined together to share their model stage sets and evaluate each other's work.

We had so much fun when we joined in the dance to welcome 'Little Amal' and it helped us to raise our awareness of refugees and the experiences of people who have to leave their homes because of war.



Without The Elliot Foundation Academies Trust, our school wouldn't be what it is today.

By Owen and Sasha

## Foreword by children from Chandos Primary



Being part of The Elliot Foundation Academies Trust feels like having a second big family outside of your own school. We do so many great things together that are exciting (and sometimes competitive!). And, because we are all able to see each other properly again, there are so many great things to look forward to.

We have Arts Ambassadors and Google Ambassadors who are recognised between schools. They have presented to a national audience (on video call of course!). That was an amazing experience and opportunity because it felt like you are sharing your skills and knowledge but connecting with many people.

We have Arts Ambassadors and Google Ambassadors who are recognised between

The Elliot Foundation values us as individuals and helps us to make a change for the community.



We are so lucky to have the latest technology in our school to help us with our learning. The Google Suite even helped us to keep learning well when we had to stay at home. We have our own Chromebooks and our IT skills are really good now. We can ask our Google Ambassadors for help and they even go into classrooms to show other children new skills or apps!

We got to take part in a huge sports event called The Elliot Olympics - it was so much fun! We love sports at our school and we get to do lots of P.E. but it was good to use our skills and take part in a big event! Lots of us spent a lot of time at home so it was so exciting to get active and compete with thousands of other Elliot friends.



The Arts Connect Project was one of the best things we have been involved in! We actually made our own films using 'stop motion' technology! We had a community focus and we made our animations ourselves. Ours was all about Birmingham in the past and Birmingham

in the future. We started from scratch with making our own sets and characters. We had to learn about lighting and angles and creating a really good story.



The celebration at the end made us feel like we were real artists! We got to look at and critique what other schools had made for their stop motion animation. We voted on different prizes and we won 'Most Creative' school for our work!

Finally, we have been part of a GLOBAL event too! Little Amal, an enormous art piece that shows a young refugee girl, travelled across the world! We welcomed her with dancing and art and orange costumes. We even went to see Amal when she arrived in Birmingham!

Being with Elliot means we all feel part of something big and exciting. That it is not just about our place in our own class or our own school but it is about our place in the community and the rest of the world too.



By Asiya, Asia, Kesi, Kassiya, Isaiah, Haretha, Ava, Alexandra and Vize

## Table of contents

Foreword by children from Cavalry Primary	2
Foreword by children from Chandos Primary	3
Glossary of terms	6
Who is who and what do we do?	7
Members	7
Trustees (who served during the year)	8
Committees and working groups	9
Professional services	12
Trustees' report	13
Governance	13
Structure	14
Partnerships	17
Stakeholder engagement	20
Charitable objects	22
Strategic Report	24
Relevant policies and notes	28
Risk management and relevant statements	30
Fundraising	32
Governance statement	34
Scope of responsibility	34
Board meetings	34
Finance Committee meetings	35
Audit & Risk Committee meetings	35
Academic Board	36
Value for money statement	37
Risk and control statement	38
Overall effectiveness	39
Statement on regularity, propriety and compliance	41
Statement of Trustees' responsibilities	42
Independent auditor's report to the members of The Elliot Foundation Academies Trust	43
Financial statements and notes	47
Independent Reporting Accountant's Assurance Report on Regularity to The Elliot Foundation Academies Trust and the Education and Skills Funding Agency	70

## Glossary of terms

**ARE** – Age Related Expectations - a measure introduced by the government to identify the attainment expected in core subjects at different ages

**Community Councils** – a group of volunteers appointed by the Trust board to offer challenging but positive and proactive support to a Principal and senior leadership on behalf the children and community that a school serves (replaces **Local Governing Body**)

**Converter academy** – a school which chooses to become an academy without any external coercion (cf. sponsored academy)

**EYFS** – Early Years Foundation Stage

**Federation** – Two or more schools run by a single local governing body often with an Executive Principal over all schools

**KS2** – Key stage 2 the period at the end of primary education which is assessed by tests in year six

**KS1** – Key stage 1 – the period at the beginning of primary education which is assessed by tests in year three

**MAT** – Multi Academy Trust a term used to describe the type of company that sponsors academies

**NJC** – National Joint Committee, meeting of the Trust as employer with national representatives of all teaching and relevant non-teaching unions

**Operations Group** – The senior managers and the CEO, to whom the operational management of the Trust is delegated by the Trust Board

**Officers** – Individual senior managers of the Trust and members of the **Operations Group**

**RWM** – Reading, Writing and Mathematics

**Sponsored academy** – a school deemed to be struggling either in terms of results of its children or OFSTED judgements (cf. converter academy)

**TEF** – The Elliot Foundation, registered charity, and sponsor of TEFAT

**TEFAT** – The Elliot Foundation Academies Trust, a Multi Academy Trust that operates schools under contract from the Department of Education

**The Trust** – TEFAT

## Who is who and what do we do?

### Members

The Members are custodians of the organisation's purpose. They appoint and dismiss Trustees.

		
<p><b>Dr Caroline Whalley CBE</b> The Founder of The Elliot Foundation (TEF) and The Elliot Foundation Academies Trust (TEFAT). Previously Executive Director of Education and Community Services for the London Borough of Ealing. Also Babcock International, The National College and The Innovation Unit.</p>	<p><b>Henry Bedford</b> Co-founder of TEF and current TEF Chair. Extensive experience at executive level in both the private and voluntary sectors. Founded his own investment management company. Long standing trustee of Hamilton College (Clinton, NY)</p>	<p><b>Deryn Harvey</b> Director of The Innovation Unit from 2002 to 2009 supporting hundreds of schools, colleges and LAs. Previously a head of middle and primary schools. National Associate with The National College of School Leadership.</p>
		
<p><b>Sue Nath</b> (from 26th March 2021) Specialist in inclusion and special educational needs. Previously Head of SEN Strategy and Inclusion with a London Borough. Also worked as a social worker and a teacher.</p>	<p><b>The Elliot Foundation Ltd.</b> Founded in 2011, TEF has the role of setting the philosophy, ethos and values of The Elliot Foundation which guides the way the Board and staff of TEFAT manages academies.</p>	

## Trustees (who served during the year)

The Trust board is the responsible body. Trustees agree and oversee strategy, plus they appoint and can dismiss the CEO.

			
<b>Dr Caroline Whalley</b> CBE (Chair)	<b>Dr Tim Coulson</b> (Vice-chair)	<b>Hugh Greenway</b> (CEO & Accounting Officer)	<b>David Gallie</b> (Chair of Finance Committee)
As above	Chief Executive of the Unity Schools Partnership. Formerly a Regional Schools Commissioner, LA director of education and primary headteacher	Formerly an international business leader with over 20 years' experience enabling education and learning organisations. Sits on the Advisory Board of the British Council and EPI.	Executive Director of Resources for the Greater London Authority. Previously worked in senior finance positions at three London boroughs
			
<b>Bob Anderson</b>	<b>Andrew Harper</b> (Chair of Audit Committee)	<b>David Libbert</b>	<b>Lucy Ireland</b>
Formerly Director of HR and Governance for TEFAT, helping the Trust grow from inception. Now runs his own education and HR consultancy company	Worked for BP for 26 years mainly in corporate communications. Then worked in local government, as well as being on several school governing bodies.	An education content and engagement consultant. Held senior roles at BBC Education, the Learning and Skills Council and Teachers TV.	Managing Director of BCS Learning and Development Ltd, responsible for the development and delivery of world class standards in certification and education for the IT and digital industries.

			
<b>Damon Parker</b>	<b>Gillian Benghe</b>	<b>Sue Nath</b> (resigned 26th March 2021)	<b>Jonathan Ford</b> (term ended 31st August 2021)
A respected city lawyer and founding partner of Harcus Parker and previously Harcus Sinclair LLP. Damon is also Vice Chairman of Trustees AMAR Foundation, a trustee for IABB and a trustee for Football U.	A COO specialising in business transformation and re-engineering strategy. Her career spans multiple business sectors and countries. Has worked for BT and Deutsche Bank	As above	Former City Editor of the Financial Times

## Committees and working groups

The Committees and working groups support the Trust Board in holding the executive to account, approve and recommend policies and challenge performance.

### Finance Committee (incorporating the Remuneration Committee)

David Gallie (Chair)  
 Hugh Greenway (ex officio)  
 Sue Nath (Resigned 26th March 2021)  
 Andrew Harper (Resigned 1st September 2021)  
 Lucy Ireland

### Audit and Risk Committee

Jonathan Ford (Chair) (term ended 31st August 2021)  
 Andrew Harper (Chair) (from 1st September 2021)  
 Damon Parker  
 Robert Anderson  
 Gillian Benghe  
 David Libbert (Joined 2nd July 2021)

## Academic Board

Dr. Tim Coulson (Chair)  
 Jem Shuttleworth (Legal and Governance Director)  
 Ann Bowen Breslin NLE (Principal Hillingdon Primary School and Teaching School)  
 Brian Ball LLE (National College Teaching and Leadership Advisor)  
 Michael Ford (The Elliot Foundation Learning Alliance)  
 Hugh Greenway (CEO and Accounting Officer)  
 Travis Latham (Senior Regional Director West Midlands)  
 Simon Adams (Regional Director London)  
 Caroline Oliver (Regional Director East Anglia)  
 Andy Kreppel (Programme Director)  
 Jo Djora (resigned 31st August 2021)  
 David Libbert  
 Jo Clifton (joined 4th March 2021)  
 Rachel MacDonald (joined 4th March 2021)

## Senior management team

The senior management team of the Trust is known as the Operations Group because it is responsible for the day-to-day operational management of the organisation as a whole. It consists of:

		
<p>Hugh Greenway  <b>CEO &amp; Accounting Officer</b></p>	<p>Simon Pink  <b>Finance Director</b></p>	<p>Ruth Dickens  <b>HR Director</b></p>
<p>In all respects to provide refreshing leadership of the Elliot Foundation. To ensure the successful growth of the Trust, its children, staff and schools</p>	<p>To ensure the successful growth &amp; sustained development of the Elliot Foundation through the provision of system-leading financial management</p>	<p>To make the Elliot Foundation an employer of choice in the education sector</p>

		
<p>Travis Latham <b>Senior Regional Director</b> (West Midlands)</p>	<p>Simon Adams <b>Regional Director</b> (London)</p>	<p>Caroline Oliver <b>Regional Director</b> (East Anglia)</p>
<p>To lead the development and growth of sustainable school clusters. Facilitate partnership working and strategically plan and commission new services. Maintain relationships with RSCs, Ofsted and others</p>	<p>To lead the development and growth of sustainable school clusters. Facilitate partnership working and strategically plan and commission new services.</p>	<p>To lead the development and growth of sustainable school clusters. Facilitate partnership working and strategically plan and commission new services</p>
		
<p>Johanne Clifton <b>Director of curriculum and virtual school</b></p>	<p>Jem Shuttleworth <b>Legal and Governance Director</b></p>	<p>Trish Martin <b>Estates Director</b></p>
<p>Responsible for improving the quality of curricula deployed in schools and virtual learning platforms</p>	<p>To get better at getting better. To ensure the effective engagement and alignment of governance at all levels with the Trust's systems and structure.</p>	<p>To make the Elliot Foundation a better place in which to work and learn by improving the school environment over time.</p>
	<p>Collective responsibilities of the Operations Group</p> <ul style="list-style-type: none"> <li>● To maintain systems that improve outcomes for all children in all Trust schools</li> <li>● To identify and mitigate risks to the above</li> <li>● To innovate and lobby government in the interests of the sector as a whole</li> <li>● To operate as a multi-disciplinary team with a first among equals approach</li> <li>● To model a positive and collaborative culture that inspires and attracts staff</li> </ul>	
<p>Andy Kreppel Programme Director</p>		
<p>To support the process by which schools join the Elliot Foundation, oversee IT for the Trust and support schools in buying what they need at best value.</p>		

## Professional services

### **Company Secretary and Solicitors**

BrowneJacobson LLP, Victoria Square House, Victoria Square, Birmingham B2 4BU

### **Bankers**

Lloyds Bank PLC, 25 Gresham Street, London, EC2V 7HN

### **Independent auditors**

RSM UK Audit LLP, 25 Farringdon Street, London, EC4 4AB

### **Principal registered address**

144 York Way, London, N1 0AX

### **Company registration number**

8116706 (England and Wales)

## Trustees' report

The Trustees present their annual report and strategic update together with financial statements and independent auditor's report of the Charitable Company for the year ended 31st August 2021. This serves the purpose of both the Trustees' Report and the Directors' Report under company law, incorporating the strategic report.

The Elliot Foundation Academies Trust ('TEFAT' or 'the Trust') is a charitable trust established to improve outcomes for children across the country. The Trust operates 29 schools in regional clusters in the West Midlands (9), East Anglia (10) and London (10). The head office is in Islington, in London.

## Governance

### Constitution

TEFAT is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association, dated 22nd June 2012, are the primary governing documents of the trust. The trustees are also the directors of the charitable company for the purposes of company law.

Details of the Trustees who served throughout the year are included in the reference section above (pages 8-9).

NB for a more detailed explanation of the structures of governance within the Trust please refer to 'Elliot Plain English Governance' on the Trust's website<sup>1</sup>

### 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 they are a Member, or within one year after they cease to be a Member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member.

### Trustees' indemnities

Trustees benefit from indemnity insurance provided through the Risk Protection Arrangement (RPA) provided through the Department for Education.

### How Members are appointed

The Members of the Charitable Company include:

- The Sponsor, who is a member of the board of the Elliot Foundation
  - The Elliot Foundation is a registered charity and approved by the Department for Education (DfE) as a Sponsor
- Up to a maximum of five persons appointed by the Sponsor
- One person appointed by the Secretary of State, in the event that s/he appoints a person for this purpose
- The Chair of Trustees; and

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<sup>1</sup> <https://elliotfoundation.co.uk/resources/academy-trust-documents>

- Any person unanimously appointed by the Members

Members serve until death or dishonour, whichever comes soonest.

## How Trustees are appointed

The Trustees (Directors for the purposes of company law) include:

- Up to a maximum of 8 Trustees appointed by the Sponsor
- Up to a maximum of 6 Trustees co-opted by the Board including at least one Chair of a Local Governing Body/Community Council and at least one Principal

New Trustees are sought when the Board identifies gaps in skill sets which would be beneficial to the governance of the Trust.

## Induction and training for Trustees

The training and induction provided to new Trustees depends upon their existing experience. All Trustees are provided with copies of policies, procedures, minutes, accounts, budgets, plans and other documents that they will need to perform their role as Trustees. On joining the board, the CEO performs one-to-one induction sessions with each new Trustee to acquaint them with the governing documents of the Trust and to familiarise them with its structure and processes. This process also includes acquainting each new Trustee with the latest version of the Academies Finance Handbook (now renamed the Academy Trust Handbook), Charity Commission Guidance for Trustees and the Trust's governing documents. As there are at most two or three new Trustees per year, induction is informal and tailored specifically to the individual. Updates are provided by the Executive to Trustees on charity developments and academy sector matters as and when required.

The Trust conducts regular audits (both formally and informally) of skills and experience for the board and executive team and targets recruitment and the provision of CPD to areas of need. The last formal review was in June 2019, with subsequent reviews delayed by COVID-19. The next review will be in summer 2022, following the reinstatement of normal governance arrangements. Annual safeguarding update training is also provided to Trustees, the most recent at the board meeting in October 2021.

The Trust also conducts annual and termly staffing conferences and CPD sessions. Trustees are invited to these where relevant.

## Structure

### Ordinary structure

The Trustees establish the overall framework for the governance of the Trust and the academies included within the Trust. The Board of TEFAT determines the membership, terms of reference and procedures of Committees and other groups and approves all TEFAT policies. The delegation of responsibility and authority is set out within the Trust's Scheme of Delegation. This includes delegation to the CEO, who is also the Accounting Officer, and to Officers and other employees of TEFAT. The Board of Trustees has delegated authority to the CEO and the Operations Group to make executive decisions over the day to day running of the organisation. The Board of Trustees is responsible for ensuring that TEFAT conforms

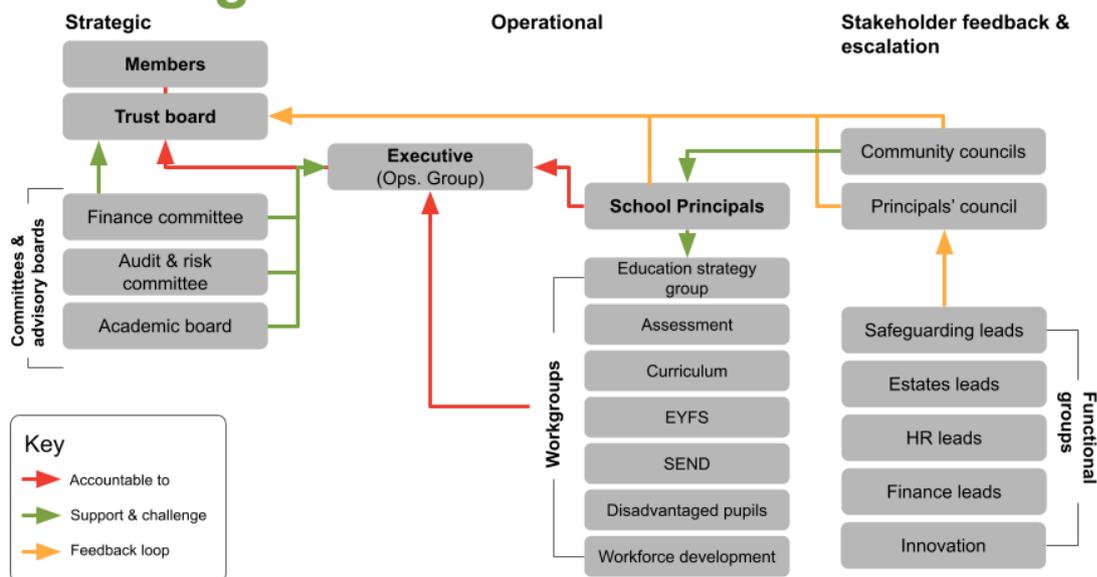
to company and charity law, follows its memorandum and articles of association and adheres to any other pertinent legislation or regulation.

The Board of TEFAT receives reports including policies from its Committees for ratification. It monitors the activities of the Committees through the minutes of their meetings. The Board of TEFAT may from time to time establish Working Groups to perform specific tasks over a limited timescale.

There are two standing TEFAT Committees (the Finance Committee and the Audit & Risk Committee) and one working group (the Academic Board).

- The Finance Committee meets at least once a term and follows a programme of work in line with the cycle of the financial year. The remit of this committee covers all Academies within TEFAT as well as the Head Office.
- The purpose of the Audit & Risk Committee is to assist the decision making of the Board including proper planning, monitoring, probity and risk management. It is also responsible for liaising with both the external auditor and internal audit function as well as receiving reports from both. The Audit & Risk Committee meets at least once a term so that the Trustees fulfil the objectives set out in the Trust’s Master Funding Agreements and the Academies Financial Handbook (the AFH, now renamed the Academy Trust Handbook) of achieving internal scrutiny which delivers objective and independent assurance for the Trust.
- The Academic Board is an advisory body of education professionals from both inside and outside the Trust who assist the Trust Board in holding the Executive to account for the performance of all the schools in the Trust. The Academic Board meets at least once each term.

## Trust governance structure

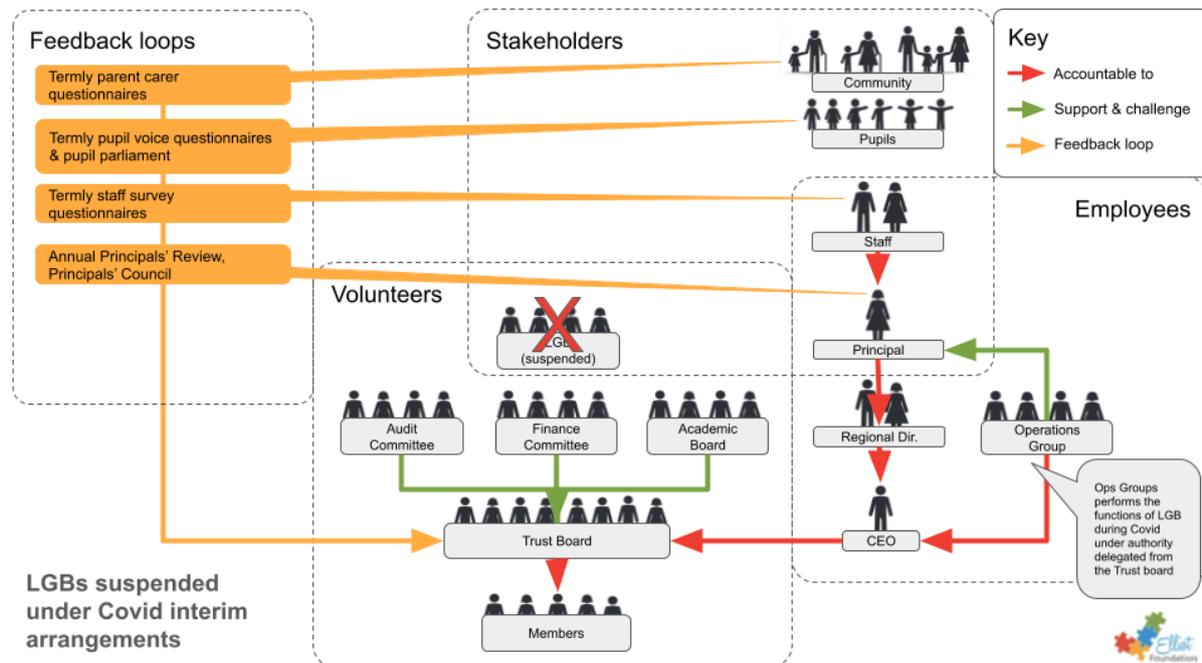


## Structure during Covid contingency measures

In line with the Trust's critical incident plan, the Trust board has approved a number of work groups, working to the Operations Group, to ensure that dynamic risk management is distributed throughout the organisation during this period of heightened concern.

Local Governing Bodies were suspended on March 23<sup>rd</sup> 2020 and responsibility for day-to-day governance of the Trust's schools was transferred to the Operations Group. This is counterbalanced by an increased frequency of reporting from the Operations Group to the Trust Board, which is the responsible body. In July 2021 the Trust Board approved terms of reference for Community Councils, which replace Local Governing Bodies, thereby phasing the reintroduction of local governance.

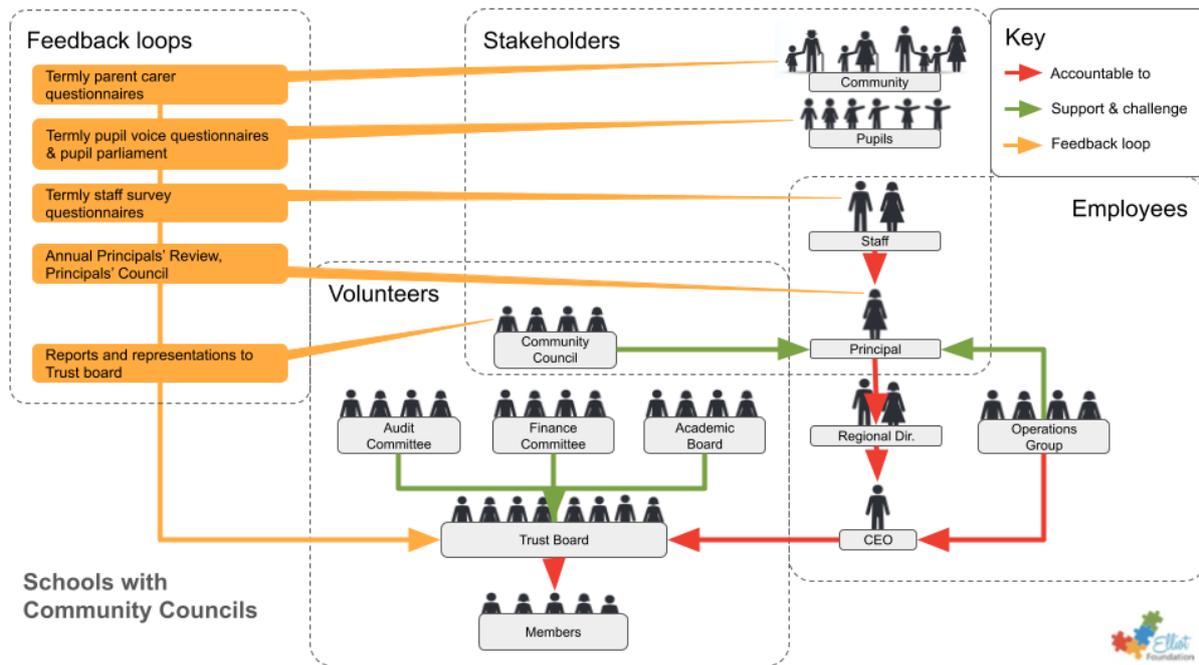
The diagram below shows the governance structure of the Trust for the duration of the Covid pandemic emergency measures



## Local governance post Covid 19

From September 2021, as some normality returns to schools the Trust will follow a phased return of local governance. Community Councils will replace Local Governing Bodies, with much more focused terms of reference. Community Councils will be responsible for holding the school leadership to account for the quality of education provided to the community. Finance, HR, H&S and compliance will be dealt with by the Operations Group and the relevant board committees.

The diagram below shows the lines of accountability, support and feedback once Community Councils are in place.



## Key management personnel

The key management personnel for the Elliot Foundation Academies Trust are the Trustees and senior management team identified above on pages 10-11. This structure was most recently ratified by the board on March 26th, 2021.

Although the Trustees control and manage the administration of TEFAT, the operational management of the Trust is delegated to the CEO and the Operations Group who report to the Trustees. The delegation of powers is outlined in the scheme of delegation which is published on the Trust's website.

## Remuneration of key management personnel

Trustees receive no payment for their work with TEFAT, other than the CEO who is paid only for his work as CEO. The CEO and senior management pay is set and reviewed by the Finance Committee of the TEFAT Board, who act as the remuneration committee, once a year. Their deliberations are based on benchmarks against posts or work of a similar nature and scale within local authorities and other multi-academy trusts. The CEO is not involved as a member of the Committee and leaves the meeting when his remuneration is discussed. Any increases that have been approved by the TEFAT Board have been in line with the national pay awards.

## Partnerships

TEFAT is founded on a partnership ethos and we work with multiple partners who include:

- 10 Local Authorities in the West Midlands, East Anglia and London
  - LA partnership work can include the signing of concordats and collaborative agreements; developing integrated school-to-school support and network building; collaborations to support community cohesion

- Universities including Birmingham University, the Institute of Education, Brunel University and Middlesex University
  - University partnerships include the provision apprenticeships, postgraduate education and research programmes
- Arts organisations including the Arts Council and Arts Council Bridges, Stan's Cafe Theatre, Good Chance Theatre and The Royal Opera House
  - Arts collaborations are widely diverse ranging from our East Anglian Schools working with the Royal Ballet and the Royal Opera House designing sets for Alice in Wonderland to West Midlands Schools creating an animation festival or our London schools working with the Walk with little Amal project
- Teaching and non-teaching unions - TEFAT is the only academy trust to be endorsed by the NAHT and we work closely with all relevant unions through our National Joint Committee (NJC)
  - This work can include health and safety collaboration, policy work with government and its agencies as well as development of CPD

### **Related third parties**

- TEFAT works closely with the Elliot Foundation which is a registered charity and a DfE approved sponsor; the relationship between the two organisations is governed by a members' agreement that was developed with the assistance of the ESFA
- TEFLA Ltd (The Elliot Foundation Learning Alliance) which is an education consultancy, training and CPD and a wholly owned subsidiary of the Elliot Foundation
  - TEFLA was incorporated in 2018 but has remained dormant since that date and during this financial year

## Trade union facility time

The Trade Union (Facility Time Publication Requirements) Regulations 2017 require The Elliot Foundation Academies Trust to publish specific details of facility time taken by trade union officials employed by the Trust as follows:

**Table 1: Relevant union officials**

Number of employees who were relevant union officials during the relevant period	
Headcount	Full Time Equivalent (FTE)
6	4.96

**Table 2: Percentage of time spent on facility time**

How many employees who were relevant union officials employed during the relevant period spent a) 0%, b) 1%-50%, c) 51%-99% or d) 100% of their working hours on facility time	
Percentage of working time (%)	Headcount number of employees
0	6
1-50	0
51-99	0
100	0

**Table 3: Percentage of pay bill spent on facility time**

Percentage of the Trust's total pay bill spent on paying employees who were relevant union officials for facility time during the relevant period	
Total cost of facility time (£)	£16,724.57
Total pay bill (£)	£52,966,294
Percentage of the total pay bill spent on facility time*	0.03%

\* calculated as:  $(\text{total cost of facility time} \div \text{total pay bill}) \times 100$  (to 2dp)

**Table 4: Paid trade union activities**

Time spent on paid trade union activities as a percentage of total paid facility time hours (%)**
0%

\*\* calculated as:  $(\text{total hours spent on paid trade union activities by relevant union officials during the relevant period} \div \text{total paid facility time hours}) \times 100$  (to 2dp)

These disclosures cover the year from April 2020 to March 2021.

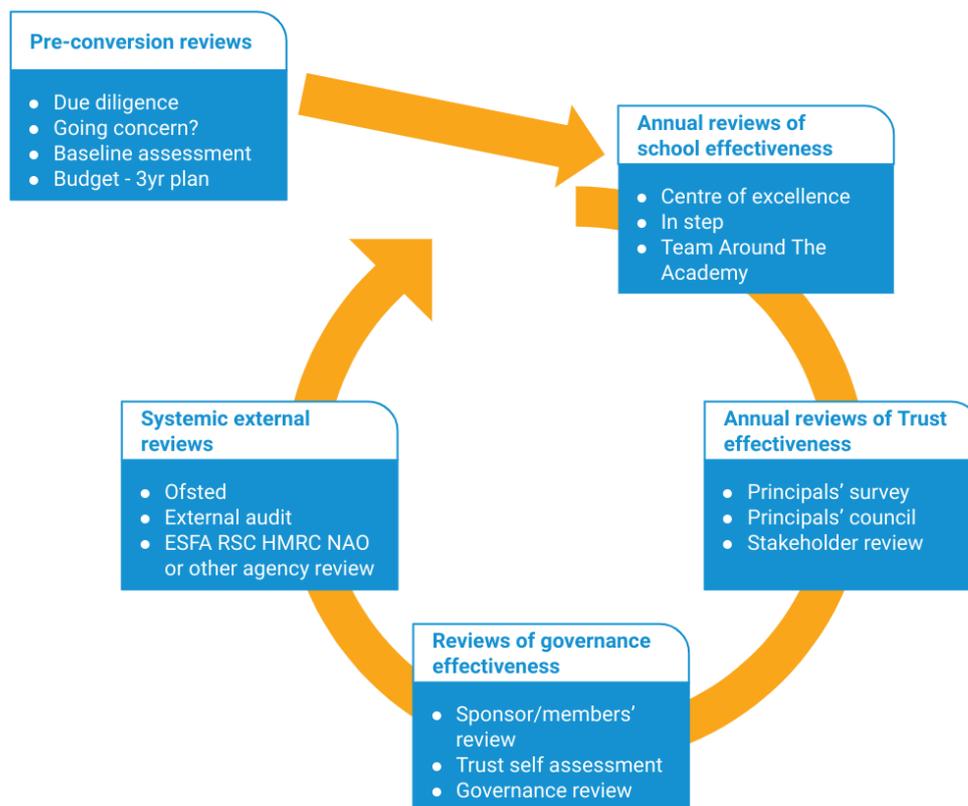
## Stakeholder engagement

### Pupil voice

All schools have student councils who engage with teaching leaders to provide essential feedback on the lived experience of education in the Trust. The Trust will be using the issues, outputs and debates around COP26 in Glasgow to involve students in the setting of sustainability goals for the organisation over the next five years.

### Staff voice

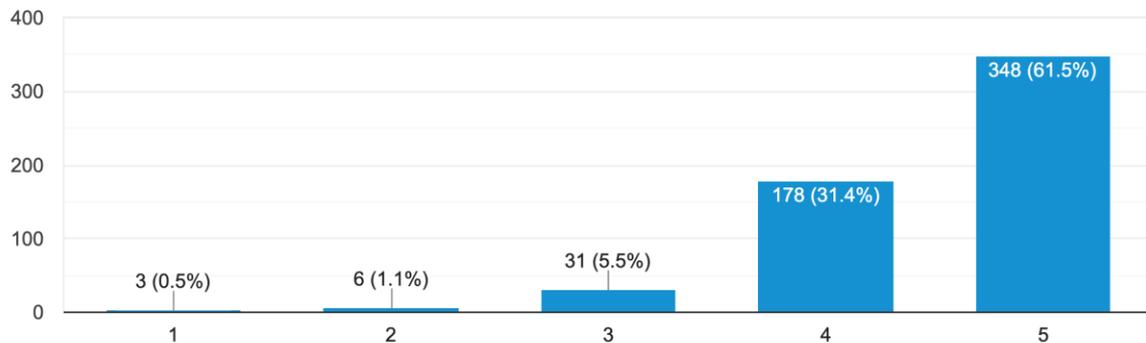
In a year of significant disruption maintaining the trust of our staff has been more important than ever. We have increased the regularity of our NJC meetings with unions and professional bodies to give the time to consider changes in working environments and approaches to risk mitigation. School staff at all levels are involved in the workgroups (described above on p. 14) to ensure that the Trust’s priorities are set in the context of the working reality in schools. A School Principal from each region sits on the Education Strategy Group and there is school leadership representation on the Academic Board and Trust Board. Each year we independently and anonymously interview our Principals as part of our continuous improvement model, which is outlined in the diagram below.



Every half term we have polled staff anonymously asking whether they feel physically and emotionally ‘safe’ and whether they feel their contribution is valued. On all three measures responses on a five-point scale (1=strongly disagree to 5=strongly agree) remained above 70% agreeing or strongly agreeing throughout the year.

### Do you feel that the Elliot Foundation is looking after your physical health and safety?

566 responses



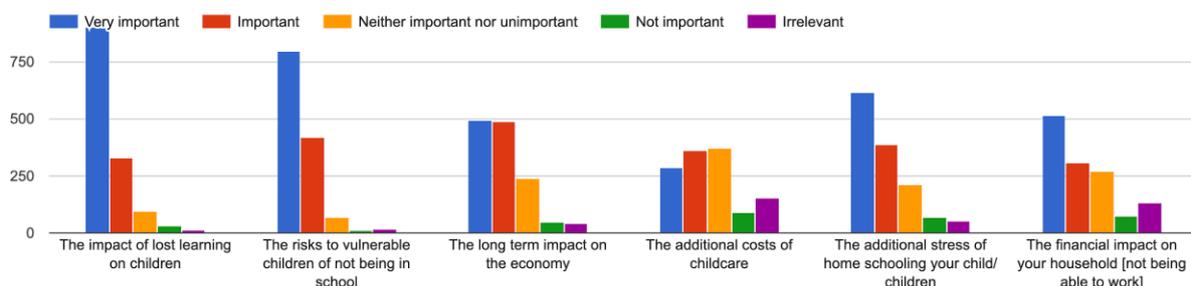
As well as the feedback mechanisms above, communication with staff has been encouraged through development of the TEFAT community website and the use of Google collaboration tools such as Google Currents which has over 30 user group communities.

The Trust will employ disabled persons when they appear to be suitable for a particular vacancy and every effort is made to ensure that they are given full and fair consideration when such vacancies arise. There is a training scheme in operation so that employees who have been injured or disabled in the course of their employment can, where possible, continue in employment with the Trust.

## Parent voice

Equally, it is essential that we remain in touch with parents and carers of our children. We triangulate the same questions asked of staff, inviting parents to tell us if they felt their children were physically and emotionally safe as well as asking them about the impact of the pandemic upon their children.

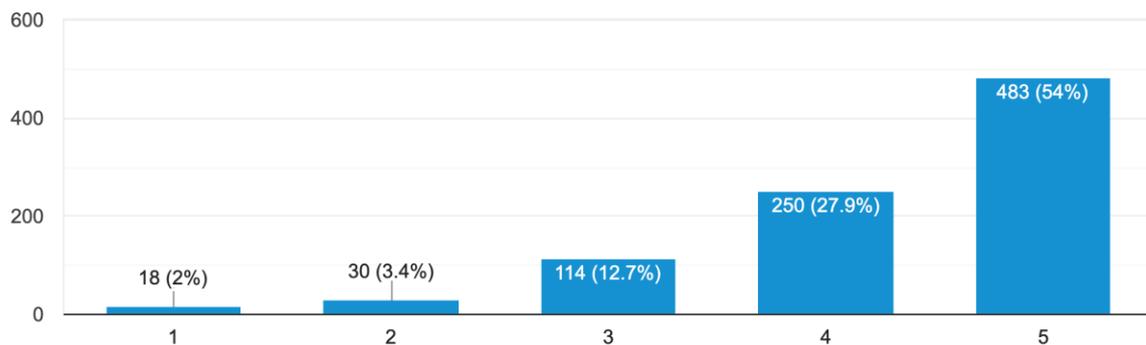
What concerns you about schools partially closing during lockdown 3? [select all that apply]



We are very proud that 63% of 1,381 respondents rated our remote learning provision as good or excellent (with fewer than 7% rating it poor or very poor). Moreover, when asked how they felt about the overall educational experience provided to their children, 81.9% of 895 respondents were either happy or very happy.

### How do you feel about the overall educational experience afforded to your child?

895 responses



### Supplier engagement [esp. during Covid]

As a charity funded from the public purse we believe we have an obligation to work with our suppliers in difficult times. Consequently, we have sought to pay invoices as promptly as possible to relieve cash pressure where it exists and in some areas, especially catering, have sought regular meetings with suppliers to work through pinch points in supply chains or operational challenges exacerbated by the pandemic. At all times we have been mindful of the Government's Procurement Policy Notes (PPNs), issued during the pandemic, balancing responsibility to key suppliers against responsibility to the public purse.

### Charitable objects

The Charitable Company's objectives are:

1. advancing for the public benefit education in the United Kingdom by:
  - a. establishing, maintaining, carrying on, managing and developing schools offering a broad and balanced curriculum (the Academies)
  - b. providing childcare facilities and adult training to develop the capacity and skills of parents-to-be and parents with children primarily but not exclusively under five in such a way that they are better able to identify and help meet the needs of children
2. promoting the physical, intellectual and social development of primarily but not exclusively children under five especially those who are socially and economically disadvantaged
3. developing the capacity and skills of those inhabitants of the United Kingdom who are socially and economically disadvantaged in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society
4. relieving poverty among the inhabitants of the United Kingdom
5. relieving unemployment in the United Kingdom
6. advancing the health of the inhabitants of the area of benefit
7. providing recreational and leisure time facilities in the interests of social welfare for the inhabitants of the United Kingdom especially those who have need of such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances.

TEFAT remains comparatively rare among charitable multi-academy trusts in being a primary-only specialist. We continue to build a thriving alliance of both converter and sponsored primary academies which is recognised by the DfE as one of the strongest in the country.

Support by donations and grant contributions have continued into this year.

## Streamlined Energy and Carbon Reporting

UK Greenhouse gas emissions and energy use data	Current Reporting Year 2020/21	Comparison Reporting Year 2019/20
Energy consumption used to calculate emissions (kWh)	12,009,100	9,898,273
Energy consumption breakdown (kWh):		
• gas	8,912,797	7,201,150
• electricity	3,072,196	2,631,051
• transport fuel	24,107	66,072
<b>Scope 1</b> emissions in metric tonnes CO <sub>2</sub> e		
Gas consumption	1632.47	1324.08
Owned transport – mini-buses	0.14	0.56
Total Scope 1	1632.61	1324.64
<b>Scope 2</b> emissions in metric tonnes CO <sub>2</sub> e		
Purchased electricity	652.32	613.40
<b>Scope 3</b> emissions in metric tonnes CO <sub>2</sub> e		
Business travel in employee owned vehicles	5.67	15.36
Total gross emissions in metric tonnes CO <sub>2</sub> e	2290.60	1953.40
Intensity ratio Tonnes CO <sub>2</sub> e per pupil	0.20	0.17
<b>Quantification and reporting methodology</b>		
We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2021 UK Government's Conversion Factors for Company Reporting.		
<b>Intensity measurement</b>		
The chosen intensity measurement ratio is total gross emissions in metric tonnes CO <sub>2</sub> e per pupil, the recommended ratio for the sector.		

**Measures taken to improve energy efficiency**

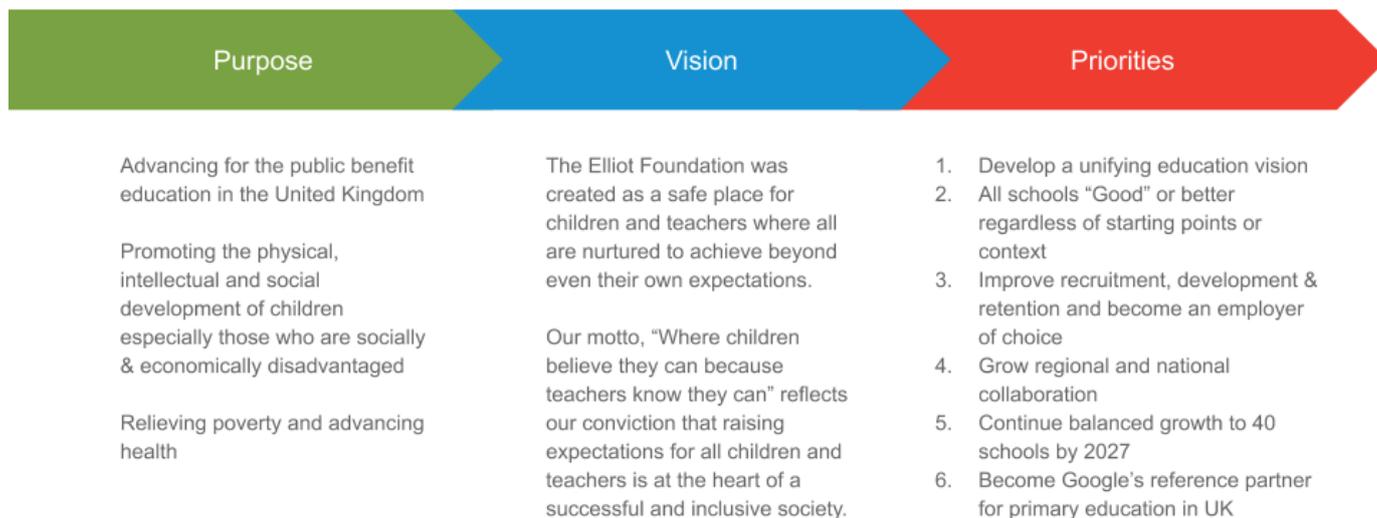
This year saw an increase in consumption. This was due to the reduced usage in the previous year caused by the longer lockdown. This year consumption also increased due to the DfE’s guidance on ventilation. Business travel and minibus usage did however reduce significantly this year due to the pandemic.

The Trust commissioned a carbon survey of one site this summer. Once the report is received, we will look to implement improvements across the Trust. We have also explored salary sacrifice schemes for electric vehicles to complement the existing one for bicycles. However these do not yet have Government backing as salary sacrifice schemes to make them tax efficient. The Trust is also exploring options for LED lighting.

## Strategic Report

In setting our objectives and planning our activities the trustees have carefully considered the Charity Commission’s general guidance on public benefit. Our long-term strategy was published in last year’s report.

# Strategy 2020-2027



Whilst our purpose and vision remain unchanged, the Covid 19 pandemic has required a deferment of strategic priorities as the focus of the Trust has become more dynamic, reactive and short-term risk focused.

The Trust reopened all of its schools to all pupils at the beginning of the year having individually signed off every school’s operational risk assessment and plans to operate class sized ‘bubbles’, to minimise the risk of infection. At the same time the Trust’s virtual school was available to those children forced to self-isolate and the development of digital pedagogy across the Trust has been a key feature of the year.

## Performance towards charitable objects and strategic goals’ KPIs

KPI	2020	Target 2021	2021 Actual
Number of pupils	11,176	~12,500	12,124
Average pupils per school	414	>=400	418
Percentage of schools graded ‘Good’ or better within three years of joining the Trust	76%	80%	76%
Positive stakeholder feedback:			
Principals	95%	>80%	91%
Trust staff	91%	>80%	87%
Parents	81%	>70%	82%
Net reserves (excluding inherited assets/liabilities and capital commitments) % of GAG income	13.6%	>= 5%	14.3%

Conversion projects were stalled by the pandemic but have started again and Cippenham Primary in Slough joined the Trust in September 2021. With Netherbrook Primary in Dudley on track to join in the new year, the Trust remains in line with its long-term growth strategy.

Primary pupil numbers are declining in a number of schools as the recent demographic bulge has moved on to secondary. This has resulted in a small number of schools facing tight financial circumstances in the medium term. But the number of schools in deficit positions is more than balanced by those in surplus and the Trust as a whole exceeds its target for net reserves.

As Key Stage 2 assessments and graded Ofsted inspections have been suspended during the pandemic, the external qualitative and quantitative assessments of the Trust’s schools are out of date. However, of the Trust six schools currently graded as RI and the one school graded inadequate, the Trustees draw confidence from continuing Ofsted monitoring inspections and internal assessment that the quality of education is improving at pace.

Trustees are proud of the stakeholder engagement figures achieved this year, which they believe reflect the Trust’s work during lockdown.

### Going concern

TEFAT has a well-established business model and the Trustees have carefully considered TEFAT’s current financial position and future financial prospects.

More than 95% of TEFAT funding for delivering education is provided by the Department for Education (DfE) and Local Authorities combined. Per pupil core funding for 2020-21 for most schools in the trust increased, but by less than inflation, as the government's levelling up agenda had a greater positive impact on areas with lower levels of deprivation. In 2021-22 the funding increases that will be seen by the Trust's schools will continue this trend.

While uncertainties clearly exist, not least of which is the ongoing and long term impact of Covid on the education system, the Trustees have a reasonable expectation that TEFAT has adequate resources to continue operational existence for the foreseeable future. This is based on the Trust's levels of free reserves and action to address individual school's deficits. They therefore adopt a going concern basis of accounting in preparing the annual financial statements. Further details can be found in the Accounting Policies included in note 1 of the financial statements.

Despite the turbulence caused by Covid, the impact on the Trust's finances in 2020-21 was not significant. There were some irrecoverable costs due to increased cleaning and safety measures, but these were well managed, and at least partially offset by savings elsewhere.

Initial budgets for 2021-22 were set on the basis of a more normal year of operation, whilst acknowledging that some additional irrecoverable costs may well still be incurred. It has proven hard to accurately forecast the impact going forward due to frequent and short notice changes in government policy impacting schools, as they struggle to contain the pandemic. That said the Trustees are content that despite additional costs for safer school opening, plus improving IT to support remote learning, the impact on the Trust's finances is manageable and have no impact on going concern.

Longer term the 2021 Comprehensive Spending Review has shown more money going into schools up to 2024-25. However, the Trustees are planning on the basis of funding remaining tight, given the additional cost pressures caused by government policy on pay in the sector, which will need to be met through these increases, and the fact that so far additional funds have not been passed in any significant way to schools in the areas that the Trust operates.

## **S172 Report**

The trust engages with stakeholders across the spectrum, from regular discussions with Regional Schools Commissioners and DfE staff through to parents and carers. Each year the trust produces a Stakeholder Annual Report which is distributed electronically to all parents and carers which sets out the trust's success as well as the ongoing challenges being faced. Other aspects under this area are addressed in other sections of this report. Engagement with suppliers, stakeholders and others in a business relationship with the trust has been addressed on page 22.

Trustees are highly aware of their responsibility to promote the success of the charity to achieve its charitable objects, as discussed on page 22. These are wider than for most MATs and reflect the Trust's ambitions to support the wider community, as evidenced by the Community Box programme. Further work on measuring and then reducing the environmental impact of the Trust will be carried out in 2021-22 as set out on page 24.

All Board decisions are taken with a view to their longer term impact, especially on the educational provision in our schools, backed by three to five year financial plans. Relevant information is shared amongst all members of the Trust equally so as to ensure all members are treated fairly.

## **Covid-19**

The year was dominated once again by the impact of the Coronavirus, in the context of which Trustees are proud of the organisation's performance. All TEFAT schools fully opened in September 2020, with significant measures in place to reduce the risk of transmission. The government kept schools open during the second national lockdown in November 2020, then closed all schools in January 2021, reopening in March 2021, only physically open for the children of key workers and the most vulnerable.

The impact on children of the second schools lockdown was ameliorated by the virtual school offering which had been launched the week before the first lockdown in March 2020. This was led by the Head of Curriculum and Virtual Learning whose role is to improve the quality of education provided to all of our pupils whether on site or learning from home.

Initial surveys suggested that fewer than 4% of households had no or unreliable access to the internet, although we suspect this underreporting. Schools have loaned Chromebooks to those families most in need. The Trust invested heavily in purchasing Chromebooks in year, in addition to those received under the government scheme to support vulnerable children.

The further development of the virtual school was supported by the £835,000 received through the DfE's Catch Up Premium. The spend on this was coordinated centrally to ensure that it had the maximum impact across the Trust, and it also supported tutoring work, through academic mentors and Teach First placements. Due to the second schools lockdown in January 2021, and the ongoing pandemic, not all was spent in year with £273,000 to be spent in 2021-22.

The Trust received £149,000 in grants relating to staff on furlough plus additional Covid-19 costs (in relation to providing free school meals during lockdown). The coronavirus job retention scheme was only used in a small number of cases (45 staff) in relation to jobs directly tied to income generating activities that had ceased entirely. The amounts claimed were less than half of those claimed in 2019-20. All staff on furlough received 100% of their normal salary. These grants did not entirely cover the additional costs involved in operating schools in as safe a way as possible during the national lockdown, nor the amounts of self-generated income lost. However, the reductions in spending on areas such as agency staff and education consumables ensured that financial balance could be maintained. The furlough scheme has ended but some higher levels of spend on cleaning, plus other aspects of health and safety, will continue for the foreseeable future, putting additional pressure on stretched budgets. The government has stated that additional funding will not be provided for these costs, so they will have to be funded from reserves. The Trustees however are content that we can fund from reserves these additional but necessary costs, required to mitigate the risk of infection to our pupils and staff, without impacting on the going concern of the Trust, or on the Trust reserves policy, as we have done for the previous two financial years.

## **Financial review**

The principal source of funding received by TEFAT is from the ESFA in the form of General Annual Grants (GAG). This year the only amounts derived from donated assets and amounts transferred on conversion were Chromebooks valued at £310k as part of the DfE scheme (2019-20: £3.77m). Comparative income excluding these amounts rose by £3.3m to £67.8m (2019-20 - £64.5m). Total income comprised £67.8m revenue funding (2019-20: £63.7m) and £2.7m capital funding (2019-20: £1.8m). TEFAT receives a central allocation of capital funding for maintenance and development of all the estates which amounted to £2.2m in 2020-21 (£1.4m in 2019-20).

All the academy land and buildings are leased from Local Authorities on 125-year leases for a peppercorn rent. The buildings are recognised as tangible fixed assets in the financial statements and the value of the buildings is treated as voluntary income in the year of transfer. This income is held within the fixed asset fund and depreciation is subsequently charged against this fund over the life of the asset.

When new schools join TEFAT their reserves balance at point of transfer is recognised as donated income.

Total expenditure in the year was £75.8m (2019-20: £70m), funded from income (including donated assets from local authorities) of £70.5m (2019-20: £69.2m). The balance of expenditure over income was £5.2m, including donated buildings from local authorities. This is predominantly due to the element of the actuarial valuation of the LGPS deficit which hits the SOFA. The underlying position impacting free reserves was breakeven.

TEFAT continues to operate a lean model of central services. The management services charge to schools was £2.93m in 2020-21 (£2.78m in 2019-20). TEFAT Central Services had a cumulative surplus of £874k at the end of 2020-21. However, this includes amounts to be spent on academy development in the coming period plus the currently unspent balance on catch up premium. The underlying position showed a reduction in head office reserves.

The financial climate for all schools and academies is challenging as costs continue to rise through inflationary pressures on staffing (including pension costs) without being matched by similar levels of funding increases. We are therefore having to focus on sustainability through financial forecasting, rigorous future planning and addressing our cost base as early as possible to avoid redundancies. We have however still needed to carry out redundancy exercises at several of our schools in year.

Cash balances at the year-end stood at £9.1m (2019-20: £7.8m), whilst net current assets increased from £7.5m to £7.7m.

Net pension liabilities increased by £14.4m to £68.7m. At present, this does not impact day to day operations, but reflects a challenging future climate for pension costs since cash contributions are likely to rise again.

## Relevant policies and notes

### Reserves policy

In the Trustees' view, the reserves should provide the charity with adequate financial stability and the means for it to meet its charitable objectives for the foreseeable future. The TEFAT Board proposes to maintain the charity's reserves at a level which is at least 5% of annual recurrent income (currently c£3.4m). The Trustees review the level of reserves that are required to ensure that they are adequate to fulfil the charity's continuing obligations at regular meetings of the Finance Committee.

TEFAT is mainly funded by grants from the Department for Education, the use of which is regulated by its Funding Agreement. TEFAT academies are expected to use funding received from the DfE in the accounting year for which it is given. However, we also set aside funds for future use in both revenue and capital. Our policy on reserves recognises the difficult financial climate we are in and the fact that there is much less capacity to build up capital funds for longer term needs. Total reserves at the Balance Sheet date were £17.9m. Of this, £78.9m was in respect of the Fixed Assets Reserve (reserve set aside for future depreciation of the company's assets), a deficit of £68.7m in respect of future potential pension liabilities and restricted capital funds of £541k in respect of capital grants received and not yet spent (although largely committed).

Revenue reserves are maintained in separate restricted and unrestricted balances. However, in day to day terms, both are considered in aggregate in managing the overall financial position of the Trust. At the end of the year, revenue reserves were maintained at £7.1m (2019-20: £7.1m) of which £2.8m was unrestricted (2019-20: £2.8m) and £4.3m restricted (2019-20: £4.3m). Current reserves are at 14.4% of GAG income (2019-20: 15%) which is above our target. It is anticipated that funding pressures in coming years will see this figure decrease further.

A rigorous financial planning process is in place to ensure that all of our academies are able to operate within their agreed funding allocation. Deficits on individual academies are covered by reserves in total and a process of licensed cumulative deficits operates for those academies. The licensed deficit is approved on the basis of a clear plan for financial recovery over the following 3 years. At the end of the financial year only three of our academies had deficits on their overall revenue reserves, the same as 2019-20:

Parkfield Primary School – This academy has a cumulative deficit of £226k (2019-20: £205k). This is underwritten by the Trust. Restructuring will occur in 2021-22 to bring the budget back to balance and look to gradually reduce the cumulative deficit.

Pinkwell Primary School - This academy has seen a very significant drop in pupil numbers over the last five years, creating major pressure on budgets, with savings not keeping pace with reducing income. A major restructuring took place in 2020-21 which will slow the increasing deficit. There are also plans with the local authority and DfE to utilise unused parts of the site now which, if agreed, will improve the position in 2022-23.

Hillingdon Primary School - This academy was allowed to go into temporary deficit to fund the redevelopment of the site to increase space available for teaching and learning. This deficit will be received by the end of 2022-23.

## **Investment policy**

The Trust operates interest bearing current accounts with Lloyds bank. Sufficient balances are maintained to ensure there are adequate liquid funds to cover all immediate and forthcoming financial commitments, including maintaining a sufficient contingency for unexpected payments. Monies surplus to the working requirements may be invested in order to generate the best possible low risk returns. The Trust will not take out any long-term

investments until a reliable cash flow pattern is established, monies will only be paid into term deposits not exceeding six months.

Approval is required from the TEFAT Board & Finance Committee before any investment engagements are made and investments will be in line with the guidelines in the Academies Handbook. All investment decisions will be made on a risk averse basis.

## Risk management and relevant statements

### Overall risk management approach

The Board of TEFAT has established comprehensive risk assessment and management arrangements. These are summarised in the TEFAT Risk Management Statement 2021. All known risks associated with the operations of TEFAT are included in the TEFAT risk register along with an assessment of likelihood, impact and details of any mitigating action. Ownership of risks is delegated to a specific Trust Officer. Each Officer's risks are reviewed monthly in rotation by the Programme Director and the risk summary is a standing item on the weekly operations meeting.

Risk assessment and management is an essential part of the process of engaging with schools as prospective academies. A conversion risk profile is established for all potential TEFAT Academies prior to commencement of any conversion project. This profile is used to inform decisions on prospective TEFAT academies.

Each conversion of a school into an academy is managed as a project with its own dedicated risk register, reviewed at project meetings, which are held at least every two weeks. Upon opening, the academy's relevant risks are then transferred to the central risk register.

### Principal risks and uncertainty

The TEFAT Risk Register includes over 70 risks and issues. Currently around 20% score high in both impact and likelihood These include:

- **Covid 19** and the measures taken to restrict its spread greatly increase the gap for the disadvantaged
- **Covid 19** response activities conceal significant decline in school effectiveness
- **Covid 19:** Changing ways of working due to Covid for catering providers increases the risk of allergens in the supply chain
- **Finance:** Changes in funding have an impact on Trust viability, funding constraints jeopardise educational performance of academies
- **Human resources:** Establishing new HR & payroll systems and processes leading to central team capacity difficulties, possible additional team turnover and school staff disengagement/turnover
- **Education:** Significant decline in LA SEND capability, standards not improving quickly enough.
- **Premises and facilities management:** unaffordable building maintenance programmes, failure of academy building fabric and variable premises management expertise within academies.

All risks are individually mitigated or accepted and those deemed significant are regularly revisited and reassessed so that the approach to risk management is living and distributed throughout the organisation. The internal auditor considers that the Trust's approach to risk management is a key strength of the organisation.

TEFAT has a risk management strategy and risk registers covering its major areas of activity and the TEFAT risk statement is available on the Trust's website. The key current risks are described above in the section on risk management.

The squeeze on public expenditure continues to bite for schools meaning that academy funding continues to fall in real terms. As well as maintaining robust levels of reserves (see previous section), more robust school level financial planning and budgeting arrangements have been implemented to ensure local and TEFAT wide financial challenges are identified and addressed early.

The Trust examines the financial health of each academy at each Board meeting, once a term reviewing financial forecasts and reports by exception on academy financial performance. More detailed scrutiny is undertaken by the Finance Committee, at least termly, where information from review of management accounts is considered with other information from internal audit reviews and monitoring of financial activity by central Trust finance staff.

At the period end the Trust had no significant liabilities arising from trade creditors or contingent liabilities where there could be a significant effect on liquidity. Future commitments in relation to operating leases are detailed in the notes to the accounts and are modest in comparison to total expenditure for each academy and for the Trust overall.

The Trust recognises that the defined benefit scheme deficit (Local Government Pension Scheme), which is set out in note 24 to the financial statements, represents a significant potential liability. However, if TEFAT were to cease operating this deficit is underwritten by the Secretary of State.

## **Covid risk management approach**

As the employer for its staff and as the responsible body for the safety and welfare of the children in its care, TEFAT is clearly accountable for its actions during the pandemic and may not rely on any subsequent defence of, 'following government guidance'.

Notwithstanding that much of this guidance issued by the government and its agencies this year has been frequently incoherent and internally contradictory.

The Trust has followed a hierarchy of decision making outlined below.

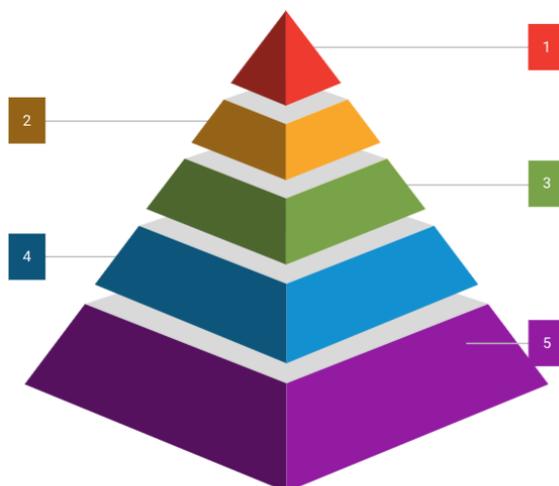
# All involved in decision making

## TEFAT

- The Trust is the employer of all staff and the responsible body for all children.
- We set the overall policies and confirm whether each of our schools reopening plans is "safe enough" for children and staff

## Staff

- TEFAT staff are trusted to make the best decisions about their own wellbeing.
- They decide whether the school and the Trust has created a "safe enough" working environment and may work from home



## Government

- Is responsible for the safety and welfare of all citizens.
- It decides when it is "safe enough" to ease Covid lockdown restrictions and reopen schools

## Individual schools

- Are responsible to their communities for the environment they provide.
- They decide how they will operate under social distancing and what is the maximum number of children they can accept

## Parents and children

- Parents are obliged by law to send their children to school.
- However we expect there will be some flexibility as communities adjust to full return to school



## Fundraising

The Trust has not undertaken any direct fundraising from individuals in the year, either directly or via an agency.

## Plans for future periods

The Trust will continue to strive to provide outstanding education and to improve the levels of performance and progress at all levels. To achieve this, we will aim to continue to attract high quality teachers and support staff and develop our employees to achieve their potential.

TEFAT will grow in 2021-22 with the addition of Cippenham, Primary School in Slough joining in September 2021. Cippenham will become the largest school in the Trust with over 1,000 pupils. Netherbrook Primary School in Dudley is currently on track to join in year as well, taking the total number of schools in the Trust to 30.

Improvement targets for each academy, at the outset, will be for each academy converting with a 'required to improve' or worse Ofsted judgement to be 'good' within 24 months. The quality of financial administration is expected to show similar improvement within 24 months of opening.

The Trust intends to spin out its conference and CPD activities into a sister company (The Elliot Foundation Learning Alliance - TEFLA). The aim will be to protect and continue the training provided to Trust staff by offering it for sale to schools and academies outside the Trust, thus distributing the costs over a wider membership base. TEFLA is limited by share capital and financed initially by loan capital from The Elliot Foundation. TEFLA was

incorporated in May 2018, but has not traded in the year in question. This will only happen when it can be demonstrated that it can trade commercially.

During 2020-21, the TEFAT strategic maintenance plan was continued which forms the basis of the TEFAT capital programme to maintain the fabric of buildings.

A key focus continuing through 2021-22 and beyond will be addressing the impact of Covid-19 on the learning and development of current and future pupils. The Trust has taken a strategic approach to this need and developed a joined-up plan to use the £80 per pupil catch up premium (c. £835,000 across the Trust) to have a lasting impact for all pupils in all schools, rather than just a succession of short term interventions, whose impact may be more fleeting. The programme is being led by the Head of Curriculum and Virtual Learning and included:

- development of a high-quality virtual school,
- tutoring,
- increased capacity,
- teacher development,
- SEND provision
- plus further curriculum developments.

The impact of these programmes will be evaluated before the remaining balance of £273,000 is fully committed in 2021-22.

## Funds held as custodian Trustee on behalf of others

The Trust and its Trustees do not act as Custodian Trustees of any other Charity.

## Auditors

RSM UK Audit LLP has indicated its willingness to continue in office.

## Disclosure of information to the auditor

The Trustees have confirmed that, as far as they are aware, there is no relevant audit information of which the auditor is unaware. Each of the Trustees has confirmed that they have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

The Trustees' report is approved by order of the Board of Trustees and the Strategic Report (included therein) is approved by the Board of Trustees in their capacity as the Directors on 10th December 2021 and signed on its behalf by:

A handwritten signature in black ink, appearing to read "C Whalley".

**Dr. Caroline Whalley CBE**  
**Chair**

## Governance statement

### Scope of responsibility

As Trustees we acknowledge that we have overall responsibility for ensuring that TEFAT has effective and appropriate systems of control. However, such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives and can provide only reasonable and not absolute assurance against material misstatement or loss.

The Board of Trustees has delegated the day-to-day responsibility to the CEO as Accounting Officer, for ensuring that financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the Funding Agreement between TEFAT and the Secretary of State for Education. He is also responsible for reporting to the Board of Trustees any material weaknesses or breakdowns in internal control.

### Board meetings

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The Board of Trustees has formally met 6 times during the year. Attendance during the year at meetings of the Board of Trustees was as follows:

Trustee	Attendance
Dr. Caroline Whalley (Chair)	6/6
Dr. Tim Coulson (Vice Chair)	6/6
David Gallie (Finance Committee Chair)	4/6
Jonathan Ford (Audit Committee Chair)	5/6
Hugh Greenway (CEO)	6/6
Sue Nath	2/5 (resigned)
Damon Parker	0/6
Andrew Harper	6/6
Robert Anderson	5/6
David Libbert	5/6
Gillian Benge	1/6
Lucy Ireland	5/6

The pandemic meant that some Trustees struggled to attend, given work pressures. Some with lower attendance contributed more through attendance at committees. Despite these challenges all Board meetings in year were quorate.

Whilst all Board meetings in year were conducted virtually due to COVID, the Board continued to cover their normal range of responsibilities. Board performance will be fully reviewed in Summer 2022. The Board relied on data provided by the Operations Group covering key areas of education and finance and were content with it's quality and coverage. External data was more limited due to the COVID related absence of SATs and Ofsted inspections.

The key change in the composition of the Board was the movement of Sue Nath from the Board to becoming a Member, thereby fulfilling the DfE's preferred number of Members (5).

## Finance Committee meetings

The main purpose of the TEFAT Finance Committee is to review or investigate any other matters referred to the Committee by the Trust Board and draw any significant matters of concern to the attention of the Trust Board. During the year the TEFAT Finance Committee reviewed the budgets for all the academies and recommended them to the TEFAT Board. At each meeting the Finance Committee also reviews the latest set of management accounts for the Trust and challenges the Finance Director on any areas of concern. The TEFAT Finance Committee met three times during the year. Attendance during the year at TEFAT finance committee meetings was as follows:

Trustee	Attendance
David Gallie (Chair)	3/3
Sue Nath	1/2 (Resigned)
Andrew Harper	3/3
Lucy Ireland	3/3
Hugh Greenway (CEO)	3/3

## Audit & Risk Committee meetings

The main purpose of the TEFAT Audit & Risk Committee is to review, appraise and recommend the audited statutory accounts to the TEFAT Board; to review, plan and appraise the work of the internal audit function and receive the external audit reports and findings. The TEFAT Audit & Risk Committee will also review or investigate any other matters referred to the Committee by the Trust Board and draw any significant recommendations and matters of concern to the attention of the Trust Board. The TEFAT Audit & Risk Committee has met three times during the year. Attendance during the year at the TEFAT Audit & Risk Committee meetings was as follows:

Trustee	Attendance
Jonathan Ford (Chair) (term ended 31st August 2021)	3/3
Damon Parker	2/3
Gillian Bengé	1/3
Robert Anderson	3/3
David Libbert (appointed 2nd July 2021)	1/1

The committee was bolstered in the year by the addition of David Libbert to address issues around consistent attendance and quorum in the previous year.

## Academic Board

The TEFAT Academic Board holds the CEO and Regional Directors to account for the performance of all the TEFAT academies. Its purpose is to assist the TEFAT board in understanding the performance and progress of all children in detail and in context and to make recommendations on the allocation of scarce resources to arrest decline or accelerate improvement.

The TEFAT Academic Board met 5 times during the year. Attendance during the year at the meetings was as follows:

Trustee	Attendance
Dr. Tim Coulson (Chair)	5/5
David Libbert	5/5
Brian Ball	5/5
Hugh Greenway	5/5
Jem Shuttleworth	5/5
Travis Latham	3/5
Simon Adams	3/5
Caroline Oliver	5/5
Andy Kreppel	5/5
Michael Ford	3/5
Ann Bowen Breslin	5/5
Jo Djora	5/5 (resigned 31st August 2021)
Jo Clifton	4/4 (joined 4th March 2021)
Rachel MacDonald	4/4 (joined 4th March 2021)

## Value for money statement

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

The Accounting Officer (signed below) is personally responsible for ensuring that the funds are used for their intended purposes and that Value for Money has been achieved. The Accounting Officer considers how the Trust's use of its resources has provided good value for money during each academic year, and reports to the Board of Trustees where value for money can be improved, including the use of benchmarking data where appropriate. The Trust has delivered value for money during the year by:

- Improving educational outcomes for all children. Although there were no SATs assessments for the second year running due to Covid restrictions, KS2 attainment for schools has improved each year of the Trust's existence. That the trust has maintained the transformational change in its schools despite real term cuts in its funding is by and of itself 'value for money'.
- Improving qualitative judgments. As explained above, TEFAT schools are almost twice as likely to be judged outstanding by OFSTED than the national average. Reducing the cost of an outstanding judgement is also, by and of itself, 'value for money'.
- Better purchasing. This year the Trust has continued to focus on improving procurement with opportunities being taken for combining academies spending to secure improved pricing in areas such as photocopying and ICT hardware.
- Reviewing operational structures. Models of federations of schools will continue to be a focus for TEFAT with a view to implementing operational and leadership structures that facilitate more effective recruitment and deployment of staffing.
- Reviewing controls and managing risk. TEFAT understands that Value for Money should be balanced against risk. The Trust's Risk Management Statement is available on its website and its approach to risk is outlined below. However, in the context of Value for Money the methodology for ensuring that the quest for savings does not prejudice the quality of service is as follows:
  - Weekly review of school level Covid risk by the operations group
  - Monthly review of trust wide risk by the operations group captured in the Trust Risk Register which is owned by the CEO
  - Annual review of Academy Principals' opinion of the services provided by the Trust.
  - Consultation on all 'Trust wide' procurement exercises with all Academy Principals.
  - Comprehensive internal Audit Programme developed with our external partners Academy Advisory.

## Risk and control statement

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of academy trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in TEFAT for the period ended 31st August 2021 and up to the date of approval of the annual report and financial statements

### Capacity to handle risk

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

### Risk and control framework

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

- budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees;
- regular reviews by the Finance and Audit & Risk Committees and TEFAT Board of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- setting targets to measure financial and other performance;
- clearly defined purchasing and procurement (asset purchase or capital investment) guidelines.
- delegation of authority and segregation of duties;
- identification and management of risks.

The Board of Trustees has considered the need for a specific internal audit function and has decided to appoint an Assurance Officer service to provide the TEFAT Board with independent oversight of the financial reporting and wider internal controls vested in the management and overseen by the Board, at both Head Office and individual Academies.

Although Covid-19 meant that some work was delayed into 2021-22 we have seen draft reports for all academies and the trend towards reductions in high priority findings has continued. Overall the reports showed that despite the changes in working imposed by Covid-19, the financial control framework remained robust. There are however always areas that can be improved.

In addition this year we have expanded the work of the Assurance Officer to look at areas of risk outside the standard financial controls testing. This year this work included robust testing of safeguarding processes. The report arising from this praised the work the Trust has done on safeguarding, and only made one low priority recommendation. Financial controls testing covered the whole transaction cycle, with additional checks on expenses, corporate card usage and gifts and hospitality.

The Assurance Officer arrangements provide reports to the local governing body concurrently with reporting to the TEFAT Audit and Risk Committee so that the local governing body receives independent assurance on the effectiveness or otherwise of financial administration within each TEFAT academy.

The Audit & Risk Committee has a systematic approach to assessing and reporting on the quality of financial administration of academies following conversion. Thereafter each academy would be the subject of a termly assessment using information from:

- Assurance Officer reports;
- a review of financial transactions and activity by central TEFAT finance staff;
- application of the school financial value standard; and
- other relevant information

Reports to TEFAT Board, TEFAT Finance and Audit & Risk Committees include an assessment using Red, Amber or Green indicators for each academy and TEFAT centrally covering Finance, Finance Administration and Finance Prospects.

Central reviews showed a consistent improvement in the accuracy of postings, with a smaller number of corrections than in previous years. The Assurance Officer reports also showed improvements, with no high significance items. Recommendations on tightening policies around gifts plus use of corporate cards were adopted.

## Overall effectiveness

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

- the annual Principals' Survey which invites Headteachers to assess the performance of the Trust as a whole and specifically
- termly staff surveys and feedback from parents during Covid
- the work of the senior managers within TEFAT who have responsibility for the development and maintenance of the internal control framework;
- Assurance Officer reviews completed within the year;
- the work of the external auditor;
- the financial management and governance self-assessment process and the processes described above; and
- the specific work of Ofsted, National Audit Office and ESFA officials relating to TEFAT.

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

Approved by order of the members of the Board of Trustees on 10th December 2021 and signed on its behalf by:

A handwritten signature in black ink, appearing to read "H Greenway", with a long horizontal line extending to the right.

**Hugh Greenway**  
CEO & Accounting Officer

A handwritten signature in black ink, appearing to read "C Whalley", with a stylized, cursive script.

**Dr. Caroline Whalley CBE**  
Chair

## Statement on regularity, propriety and compliance

As Accounting Officer of TEFAT I have considered my responsibility to notify the Trust Board and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of funding, under the funding agreement in place between TEFAT and the Secretary of State for Education. As part of my consideration, I have had due regard to the requirements of the Academies Financial Handbook 2020.

I confirm that I and the Board of Trustees are able to identify any material irregular or improper use of funds by TEFAT, or material non-compliance with the terms and conditions of funding under TEFAT's funding agreement and the Academies Financial Handbook 2020.

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.

A handwritten signature in black ink, appearing to read "H Greenway", with a long horizontal line extending to the right.

**Hugh Greenway**  
Accounting Officer  
10th December 2021

## Statement of Trustees' responsibilities

The Trustees of TEFAT are also the directors of the charitable company (for the purposes of company law) and are responsible for preparing the Trustees' Report, including the Strategic Report, and the financial statements in accordance with the Annual Accounts Direction published by the Education & Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP 2019 and the Academies Accounts Direction 2020-2021
- make judgments and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

The Trustees are responsible for ensuring that in 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 ESFA/DfE have been applied for the purposes intended.

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

Approved by order of the members of the Board of Trustees on 10th December 2021 and signed on its behalf by:

A handwritten signature in black ink, appearing to read "C Whalley".

**Dr Caroline Whalley CBE**  
Trustee

# Independent auditor's report to the members of The Elliot Foundation Academies Trust

## Opinion

We have audited the financial statements of The Elliot Foundation Academies Trust (the "charitable company") for the year ended 31st August 2021 which comprise the Statement of Financial Activities (including Income and Expenditure Account), the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice), and the Academies: Accounts Direction 2020 to 21 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Academies: Accounts Direction 2020 to 21 issued by the Education and Skills Funding Agency.

## Basis for opinion

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

## Conclusions relating to going concern

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

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

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

### **Other information**

The 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 contained within the Annual Report. 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.

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

We have nothing to report in this regard.

### **Opinion on other requirement of 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 Directors' Report and the Strategic Report included within 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees Report.

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

- 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 set out on page 42, the trustees (who act as trustees for the charitable activities of the charitable company are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

### **The extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operates in and how the charitable company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Education and Skills Funding Agency's Academies Financial Handbook and Annual Accounts Direction. We performed audit procedures to detect non-

compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees Report.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the Education Inspection Framework under the Education Act 2005, Keeping Children Safe in Education under the Education Act 2002 and the UK General Data Protection Regulation (UK GDPR). We performed audit procedures to inquire of management and those charged with governance whether the charitable company is in compliance with these law and regulations and inspected correspondence and reports from regulatory authorities where required.

The audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to any significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates.

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

#### **Use of our report**

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

*RSM UK Audit LLP*

Hannah Catchpool (Senior Statutory Auditor)  
For and on behalf of RSM UK Audit LLP, Statutory Auditor  
Chartered Accountants  
25 Farringdon Street  
London EC4A 4AB

15th December 2021

# Financial statements and notes

## Statement of Financial Activities (Including Income and Expenditure Account)

For the year ended 31 August 2021

	Notes	Unrestricted Funds £'000	Restricted General Funds £'000	Restricted Fixed Asset Funds £'000	Year ended 31 August 2021 £'000	Year ended 31 August 2020 £'000
<b>Income From:</b>						
Donations & Capital Grants	2	-	130	2,720	<b>2,850</b>	2,021
Transferred upon conversion	28	-	-	-	-	3,770
Charitable Activities						
Funding for the Academy Trust's educational operations	3	34	66,278	-	<b>66,312</b>	61,667
Teaching School		-	53	-	<b>53</b>	105
Other trading activities	4	1,297	-	-	<b>1,297</b>	1,590
Investments	5	1	-	-	<b>1</b>	6
<b>Total Income</b>		<b>1,332</b>	<b>66,461</b>	<b>2,720</b>	<b>70,513</b>	<b>69,159</b>
<b>Expenditure on:</b>						
Raising Funds		1,290	1,727	-	<b>3,017</b>	3,035
Charitable activities						
Academy trust's educational operations	7	-	68,956	3,723	<b>72,679</b>	66,847
Teaching School		-	61	-	<b>61</b>	97
<b>Total Expenditure</b>	6	<b>1,290</b>	<b>70,744</b>	<b>3,723</b>	<b>75,757</b>	<b>69,979</b>
<b>Net (expenditure) / income</b>		<b>42</b>	<b>(4,283)</b>	<b>(1,003)</b>	<b>(5,244)</b>	<b>(820)</b>
Gross transfers between funds	16	-	(541)	541	-	-
<b>Other recognised gains and losses</b>						
Remeasurement of defined benefit pension schemes	16,24	-	(9,528)	-	<b>(9,528)</b>	<b>(7,926)</b>
<b>Net movement in funds</b>		<b>42</b>	<b>(14,352)</b>	<b>(462)</b>	<b>(14,772)</b>	<b>(8,746)</b>
<b>Reconciliation of funds</b>						
Total funds brought forward	16	2,801	(50,015)	79,882	<b>32,668</b>	41,414
<b>Total funds carried forward</b>		<b>2,843</b>	<b>(64,367)</b>	<b>79,420</b>	<b>17,896</b>	<b>32,668</b>

## Balance Sheet

As at 31 August 2021

Company no. 08116706

	Notes	2021 £'000	2021 £'000	2020 £'000	2020 £'000
<b>Fixed assets</b>					
Intangible Fixed Assets	12		-		-
Tangible Assets	13		78,895		79,425
<b>Current assets</b>					
Debtors	14	1,965		2,572	
Cash at bank and in hand		9,145		7,829	
		<u>11,110</u>		<u>10,401</u>	
<b>Current Liabilities</b>					
Creditors: Amounts falling due within one year	15	(3,436)		(2,876)	
<b>Net current assets</b>			<u>7,674</u>	<u>7,525</u>	
<b>Total assets less current liabilities</b>			<u>86,569</u>	<u>86,950</u>	
Defined Benefit Pension scheme liability	24		(68,673)		(54,282)
<b>Total net assets</b>			<u>17,896</u>	<u>32,668</u>	
<b>Funds of the academy trust:</b>					
<b>Restricted funds</b>					
Fixed asset fund	16		79,420		79,882
Restricted income fund	16		4,340		4,267
Pension reserve	16		(68,673)		(54,282)
<b>Total restricted funds</b>			<u>15,087</u>		<u>29,867</u>
<b>Unrestricted income funds</b>	16		2,809		2,801
<b>Total funds</b>			<u>17,896</u>		<u>32,668</u>

The financial statements on pages 47 to 69 were approved by the Trustees and authorised for issue on 10 December 2021 and signed on their behalf by:

Signature:



Dr. Caroline Whalley CBE  
Chair

## Statement of Cash flows

For the year ended 31 August 2021

	Notes	Year ended 31 August 2021 £'000	Year ended 31 August 2020 £'000
<b>Net cash flow provided by/(used in) operating activities</b>	20	1,760	(777)
<b>Investing activities</b>			
Interest received		1	6
Purchase of tangible fixed assets		(2,883)	(2,595)
Purchase of intangible assets		-	-
Capital grants from DfE/ESFA		2,438	1,633
Cash transferred in on conversion (note 26)		-	113
<b>Cash flows from investing activities</b>		<u>(444)</u>	<u>(843)</u>
		<u>1,316</u>	<u>(1,620)</u>
<b>Change in cash and cash equivalents in the reporting period</b>	23	<u>1,316</u>	<u>(1,620)</u>
Cash and cash equivalents at 1 September		7,829	9,449
Cash and cash equivalents at 31 August		<u>9,145</u>	<u>7,829</u>

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021

## 1 Statement of accounting policies

The Elliot Foundation Academies Trust (“TEFAT”) is a Charitable Company (the ‘Academy Trust’). The address of the Trust’s principal place of business is given on page 12. The nature of the Academy Trust’s operations is set out in the Trustees’ Report.

### Basis of Preparation

The financial statements of TEFAT 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 (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2020 to 2021 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

The Academy Trust is a public benefit entity under FRS 102 and has therefore applied the relevant public benefit requirements of FRS 102.

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied in dealing with items which are considered material in relation to the financial statements, to all the years presented, unless otherwise stated.

The financial statements are presented in sterling which is also the functional currency of the Academy Trust.

Monetary amounts in these financial statements are rounded to the nearest whole £1,000, except where otherwise indicated.

### 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 Charitable 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 TEFAT has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about TEFAT’s ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements. See page 25 for more discussion about the impact of Covid-19 on going concern considerations.

### Income

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

### Grants

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.

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021



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

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

## *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 TEFAT has provided the goods or services.

## *Donated goods, facilities and services*

Goods donated for resale are included at fair value, being the expected proceeds from sale less the expected costs of sale. If it is practical to assess the fair value at receipt, it is recognised in stock and 'Income from other trading activities'. Upon sale, the value of the stock is charged against 'Income from other trading activities' and the proceeds are recognised as 'Income from other trading activities'. Where it is impractical to fair value the items due to the volume of low value items they are not recognised in the financial statements until they are sold. This income is recognised within 'Income from other trading activities'. Donated assets are valued at their market value on donation and added to the fixed asset register if they meet the capitalisation criteria.

## *Transfer on conversion*

Where assets are received by the trust on conversion to an academy, the transferred assets and liabilities are measured at fair value and recognised in the balance sheet at the point when the risks and rewards of ownership pass to the trust. An equal amount of income is recognised as Transfer on conversion within Donations and capital grant income. Where the consideration for such transfers is £nil the substance of the transfer is that of a gift and has been accounted for on that basis.

## *Transfer of existing academies into the trust*

Where assets are received on the transfer of an existing academy into the trust, the transferred assets and liabilities 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 transferring trust. An equal amount of income is recognised for the Transfer of an existing academy into the trust within Donations and capital grant income. Where the consideration for such transfers are £nil the substance of the transfer is that of a gift and has been accounted for on that basis.

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

Where the donated good is a fixed asset it is measured at fair value. The gain is recognised as income from donations and a corresponding amount is included in the appropriate fixed asset category and depreciated over the useful economic life in accordance with TEFAT 's accounting policies.

## **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.

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021



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 TEFAT 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 TEFAT's educational operations, including support costs and costs relating to the governance of TEFAT apportioned to charitable activities.

All resources expended are inclusive of irrecoverable VAT.

## **Intangible Fixed Assets**

Intangible assets costing £5,000 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 of three years.

## **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.

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. Where tangible fixed assets have been acquired with unrestricted funds, depreciation on such assets is charged to the unrestricted fund.

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

Leasehold buildings	1% - 12.5% (straight line) over the deemed useful life
Leasehold land	0.8% (straight line) over the life of the lease
Computer equipment	10% - 33% (reducing balance, to match UEL)
Furniture and Equipment	25% (reducing balance)

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

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021



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

## Liabilities

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

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

## Leased Assets

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

## Financial Instruments

The academy trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of TEFAT and their measurement basis are as follows:

*Financial assets* – trade and other debtors are basic financial instruments and are debt instruments, initially measured at transaction price and subsequently measured at amortised cost. 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, initially measured at transaction price and subsequently are measured at amortised cost. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

## Taxation

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

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021



## Short-term Employment Benefits

Short term employment benefits such as salaries and compensated absences (holiday pay) are recognised as an expense in the year in which the employees render service to the Academy Trust. The cost of any unused holiday entitlement the Academy Trust expects to pay in future periods is recognised in the period the employees' services are rendered.

## Pensions Benefits

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

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with TEFAT in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 24, 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. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

The LGPS is a funded scheme and the assets are held separately from those of TEFAT 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 as other comprehensive income.

Actuarial gains and losses are recognised immediately as other comprehensive income.

Head office employees have the option of joining a defined contribution scheme operated by Islington LGPS. The pension costs for the scheme represent the contributions payable by TEFAT in the period.

## Fund Accounting

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

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

Restricted general funds comprise all other restricted funds received with restrictions imposed by the funder/donor and include grants from the ESFA / DfE.

### **Critical accounting estimates and areas of judgement**

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

#### *Critical accounting estimates and assumptions*

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

The trust has considered whether an impairment write down is required for the buildings at Claremont and George Betts primary schools. This is because both are likely to undergo significant rebuilds in the coming years. However at this time both schools' buildings continue in full usage and are therefore not considered impaired. Once a firm schedule has been set for the building works then the useful economic lives of both buildings will be shortened, but no such project timescale has yet been set.

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 24, 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 2021. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

The pension liability for Lena Gardens has not been actuarially reviewed this year by the pension scheme. The value of that debt has been maintained at the level of the last full valuation in 2019, when the school was closed. The scheme have advised that this approach is currently appropriate, whilst they consider how to treat the debt in future years.

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021



## 2 Donations & Capital Grants

	Unrestricted funds £'000	Restricted general funds £'000	Restricted fixed asset funds £'000	<b>Total 2021 £'000</b>	Total 2020 £'000
ESFA capital grants	-	-	2,438	<b>2,438</b>	1,632
Surplus transferred upon conversion	-	-	-	-	3,770
Donated fixed assets	-	-	310	<b>310</b>	-
Other grants/donations	-	130	(28)	<b>102</b>	389
	-	<u>130</u>	<u>2,720</u>	<b><u>2,850</u></b>	<u>5,791</u>

## 3 Funding for the Academy Trust's educational operations

	Unrestricted Funds £'000	Restricted Funds £'000	<b>Total 2021 £'000</b>	Total 2020 £'000
<b>DfE/ESFA grant</b>				(as restated)
General Annual Grant (GAG)	-	49,785	<b>49,785</b>	47,153
Other DfE/ESFA grants				
UIFSM	-	1,391	<b>1,391</b>	1,372
Pupil Premium	-	5,083	<b>5,083</b>	4,950
Other DfE group grants	-	2,721	<b>2,721</b>	2,283
Teaching School Grants	-	40	<b>40</b>	40
	-	<u>59,020</u>	<b><u>59,020</u></b>	<u>55,798</u>

Following the reclassification in the Academies Accounts Direction 2020/21 of some grants received from the DfE and ESFA, the academy trust's funding for Universal Infant Free School Meals and Pupil Premium is no longer reported under the Other DfE Group grants heading, but as separate lines under the Other DfE/ESFA grants heading. The prior year numbers have been reclassified.

### Other Government grants

Local Authority / Other	-	6,395	<b>6,395</b>	5,777
<b>COVID-19 Additional Funding (DfE/ESFA)</b>				
Catch up premium	-	835	<b>835</b>	-
Other DfE/ESFA COVID-19 funding	-	64	<b>64</b>	120
<b>COVID-19 Additional Funding (non DfE/ESFA)</b>				
Coronavirus Job Retention Scheme Grant	34	-	<b>34</b>	77
Other COVID-19 funding	-	51	<b>51</b>	-
	<u>34</u>	<u>66,365</u>	<b><u>66,399</u></b>	<u>61,772</u>

The academy trust has been eligible to claim additional funding in year from government support schemes in response to the coronavirus outbreak. The funding received is shown above under "COVID - 19 Additional Funding".

- The funding received for Other DfE/ESFA COVID-19 funding related to grants to cover additional costs arising from providing free school meals during lockdowns.
- The trust furloughed some of its nursery and catering staff under the government's CJRS. The funding received of £34k relates to staff costs in respect of 45 staff (2020: 29) which are included within note 8 below as appropriate.
- The funding received for Other COVID - 19 funding relates to additional grants received from some local authorities to help cover additional costs arising from COVID - 19.

## 4 Other trading activities

	Unrestricted Funds £'000	Restricted Funds £'000	<b>Total 2021 £'000</b>	Total 2020 £'000
Hire of facilities	167	-	<b>167</b>	217
Catering	400	-	<b>400</b>	381
Breakfast and after school club	144	-	<b>144</b>	228
Uniform	42	-	<b>42</b>	37
Sales of goods and services	15	-	<b>15</b>	5
Consultancy services	62	-	<b>62</b>	145
Other Income	467	-	<b>467</b>	577
	<u>1,297</u>	<u>-</u>	<b><u>1,297</u></b>	<u>1,590</u>

## 5 Investments

	Unrestricted Funds £'000	Restricted Funds £'000	<b>Total 2021 £'000</b>	Total 2020 £'000
Short term deposit interest	1	-	<b>1</b>	6
	<u>1</u>	<u>-</u>	<b><u>1</u></b>	<u>6</u>

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021



## 6 Expenditure

	Staff Costs	Non Pay Expenditure		Total	Total
		Premises	Other Costs	2021	2020
	£'000	£'000	£'000	£'000	£'000
Expenditure on Raising Funds (allocated support costs)	810	-	2,207	<b>3,017</b>	3,035
Academy Trust's educational operations					
Direct costs (note 7)	52,083	-	2,576	<b>54,659</b>	50,385
Allocated support costs (note 7)	7,799	6,441	3,780	<b>18,020</b>	16,462
Teaching School (direct costs)	41	-	20	<b>61</b>	97
	<u>60,733</u>	<u>6,441</u>	<u>8,583</u>	<b><u>75,757</u></b>	<u>69,979</u>

### Net income/(expenditure) for the period includes:

	Total	Total
	2021	2020
	£'000	£'000
Amortisation	-	-
Depreciation	<b>3,441</b>	3,013
Impairments	<b>282</b>	-
Operating lease rentals	<b>162</b>	145
Fees payable to RSM UK Audit LLP and its associates for		
- current year audit	<b>77</b>	75
- other services	<b>29</b>	20
	<u><b>77</b></u>	<u>20</u>

## 7 Charitable Activities

	Total	Total
	2021	2020
	£'000	£'000
<b>Direct costs</b>		
Teaching and educational support staff costs	<b>52,083</b>	47,954
Technology costs	<b>582</b>	446
Educational supplies	<b>1,178</b>	1,394
Staff development	<b>428</b>	338
Educational consultancy	<b>388</b>	308
	<u><b>54,659</b></u>	<u>50,440</u>
<b>Allocated support costs</b>		
Support staff costs	<b>7,799</b>	7,410
Depreciation	<b>3,441</b>	3,013
Impairments	<b>282</b>	-
Amortisation	-	-
Technology costs	<b>582</b>	528
Recruitment and support	<b>85</b>	88
Maintenance of premises and equipment	<b>956</b>	851
Cleaning	<b>788</b>	697
Rent & Rates	<b>338</b>	272
Energy costs	<b>918</b>	854
Insurance	<b>222</b>	237
Security and transport	<b>253</b>	206
Catering	<b>9</b>	18
Legal fees	<b>268</b>	107
Other professional fees	<b>600</b>	876
Bank interest and charges	<b>1</b>	2
Other finance cost - pension finance cost	<b>894</b>	760
Other support costs	<b>464</b>	409
Governance costs	<b>120</b>	134
	<u><b>18,020</b></u>	<u>16,462</u>

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021



## 8 Staff

### a. Staff costs

	<b>Total 2021 £'000</b>	Total 2020 £'000
Staff costs during the year were:		
Wages and salaries	<b>42,146</b>	38,864
Social security costs	<b>3,977</b>	3,655
Pension costs	<b>13,135</b>	11,448
	<b>59,258</b>	53,967
Supply Staff costs	<b>1,296</b>	2,013
Staff restructuring costs	<b>179</b>	149
	<b>60,733</b>	56,129

### b. Staff severance payments

Included in staff restructuring costs are non-statutory/non-contractual severance payments totalling £14,950 (2020: £29,223) and were for £13,200, £1,550, £100 and £100.

### c. Staff numbers

The average number of persons (including senior management team) employed by the Trust during the year

	<b>Total 2021 No.</b>	Total 2020 No.	<b>Total 2021 FTE</b>	Total 2020 FTE
<b>Charitable Activities</b>				
Teachers	<b>586</b>	537	<b>518</b>	492
Administration and support	<b>1,133</b>	1,141	<b>707</b>	696
Management	<b>42</b>	40	<b>41</b>	39
	<b>1,761</b>	1,718	<b>1,266</b>	1,227

The number of employees whose emolument fell within the following bands was:

	<b>Total 2021 No.</b>	Total 2020 No.
£60,001 - £70,000	<b>18</b>	14
£70,001 - £80,000	<b>2</b>	3
£80,001 - £90,000	<b>7</b>	4
£90,001 - £100,000	<b>6</b>	8
£100,001 - £110,000	<b>7</b>	6
£110,001 - £120,000	<b>4</b>	2
£120,001 - £130,000	<b>2</b>	2
£130,001 - £140,000	<b>1</b>	0
£200,000 - £210,000	<b>0</b>	1
£210,000 - £220,000	<b>1</b>	0
	<b>48</b>	40

39 of the above employees participated in the Teachers' Pension Scheme (2020: 30). During the year ended 31 August 2021, pension contributions for these staff amounted to £747,546 (2020: £575,272). 8 (2020: 8) employees participated in the Local Government Pension Scheme, pension contributions amounted to £125,220 (2020: £112,797). None of the above employees participated in a defined contribution scheme (2020: 0).

### Key Management Personnel

The key management personnel of the Academy Trust comprise the trustees (pages 7-8) and the senior management team (pages 9-10). The total amount of employee benefits (including employer pension and national insurance contributions) received by key management personnel for their services to the academy trust was £1,504,236 (2020: £1,318,958).

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021



## 8 Staff (continued)

	Highest Paid Director	
	2021	2020
	£'000	£'000
Remuneration	214	205
Amounts receivable under long term incentive schemes	-	-
Company contribution to defined benefit pension schemes	27	24
	<u>241</u>	<u>229</u>

## 9 Central Services

The management charge is 6% of General Annual Grant income (2020: 6%) which for 2020-21 amounts to £2,927,452 (2020: £2,777,945). This includes 0.5% which is ringfenced for regional development for our schools. Services provided centrally include overall management and leadership plus governance, legal, HR, finance, IT and estates management and support.

<i>Management Charge Per School</i>	Total 2021 £'s	Total 2020 £'s
Billesley Primary School	167,433	170,962
Cavalry Primary School	100,291	95,070
Chandos Primary School	124,023	115,188
Childs Hill Primary School	104,908	61,599
Claremont Primary School	95,670	94,938
Croft Academy	65,072	63,714
Elm Road Primary School	56,859	59,732
Eyrescroft Primary School	96,464	89,475
George Betts Primary School	112,325	111,710
Griffin Primary School	84,408	98,403
Greenside Primary School	66,450	60,438
Highlees Primary School	110,706	106,574
Hillingdon Primary School	168,883	161,931
John Locke Academy	144,938	110,900
Kings Rise Academy	125,895	122,113
Millfield Primary School	75,517	64,191
Nene Infants	66,403	67,738
Parkfield Primary School	109,805	103,359
Pinkwell Primary School	173,781	178,431
Ramsey Juniors	57,936	54,454
Ramsey Infants	50,766	41,989
Ramnoth Primary School	69,967	66,437
Shireland Hall Academy	170,604	169,458
Shirestone Academy	65,786	73,722
The Hyde Primary School	120,172	118,400
Tiverton Primary School	60,924	59,723
Westwood Primary School	178,898	162,513
Woods Bank Primary Academy	102,568	94,785
	<u>2,927,452</u>	<u>2,777,945</u>

## 10 Related Party Transactions - Trustees' Remuneration and Expenses

There was one Director of TEFAT who is also a Trustee in receipt of remuneration in respect of services they provide for undertaking the role of Accounting Officer and CEO under a contract of employment and not in respect of their services as Trustee. Other Trustees did not receive any payments from the Academy Trust in respect of their role as trustees.

Hugh Greenway, CEO, received remuneration of £214,104 in 2020-21 (2020: £204,623). In addition employers pension contributions paid were £26,763 (2020: £23,690).

One trustee was reimbursed £49 of travel expenses for their role as a trustee this year, (2020: £60 for one trustee for travel expenses).

Related party transactions involving the Trustees are set out in note 25.

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021



## 11 Trustees' and Officers' Insurance

The Academy Trust has entered into the Risk Protection Arrangement (RPA) to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy business.

The Risk Protection Arrangement (RPA) is provided by the Department for Education and covers the major insurance needs for the Trust. For items not covered by the RPA the Trust has procured commercial insurance via Marsh Insurance Brokers. The payment made to the RPA in 2020-21 was £199,251 (2020: £195,319).

## 12 Intangible Fixed Assets

	Computer Software £'000	Total 2021 £'000
<b>Cost</b>		
At 1 September 2020	16	<b>16</b>
At 31 August 2021	16	<b>16</b>
<b>Amortisation</b>		
At 1 September 2020	16	<b>16</b>
At 31 August 2021	16	<b>16</b>
<b>Net book values</b>		
At 31 August 2021	-	-
At 31 August 2020	-	-

## 13 Tangible Fixed Assets

	Leasehold Land and Buildings £'000	Furniture and Equipment £'000	Computer Equipment £'000	Assets Under Construction £'000	Total 2021 £'000
<b>Cost</b>					
At 1 September 2020	90,061	1,517	1,953	120	<b>93,651</b>
Additions	1,497	277	1,096	323	<b>3,193</b>
Disposals	-	-	(9)	-	<b>(9)</b>
Transfers	120	-	-	(120)	-
At 31 August 2021	91,678	1,794	3,040	323	<b>96,835</b>
<b>Depreciation</b>					
At 1 September 2020	12,396	659	1,171	-	<b>14,226</b>
Charged in year	2,686	281	474	-	<b>3,441</b>
Impairments	273	9	-	-	<b>282</b>
Disposals	-	-	(9)	-	<b>(9)</b>
At 31 August 2021	15,355	949	1,636	-	<b>17,940</b>
<b>Net book values</b>					
At 31 August 2021	<b>76,323</b>	<b>845</b>	<b>1,404</b>	<b>323</b>	<b>78,895</b>
At 31 August 2020	77,665	858	782	120	79,425

## 14 Debtors

	2021 £'000	2020 £'000
Trade debtors	199	271
Prepayments	499	458
VAT recoverable	200	220
Accrued income	1,051	1,586
Other debtors	16	37
	<b>1,965</b>	2,572

# Notes to the financial statements

## Year ended 31<sup>st</sup> August 2021



### 15 Creditors: Amounts Falling due within one Year

	Total 2021 £000	Total 2020 £000
Trade creditors	1,395	1,336
Other creditors	9	8
Accruals and deferred income	<u>2,032</u>	<u>1,532</u>
	<u>3,436</u>	<u>2,876</u>

	Total 2021 £000	Total 2020 £000
Deferred income		
Deferred income at 1 September	889	1,020
Resources deferred in year	831	889
Amounts released from previous years	<u>(889)</u>	<u>(1,020)</u>
Deferred income at 31 August	<u>831</u>	<u>889</u>

Deferred income is income received in the reported financial year to which the trust is not yet entitled as it relates to a future period. The deferred income balance at the end of the financial year was almost all due to the Academy Trust holding funds received in advance for universal free school meals provision for infant pupils, and for amounts received to offset rates bills spanning the year end.

### 16 Funds

	Balance at 1 September 2020 £000	Incoming Resources £000	Resources Expended £000	Gains, Losses and Transfers £000	Balance at 31 August 2021 £000
<i>Restricted general funds</i>					
General Annual Grant (GAG)	3,914	49,785	(49,488)	(541)	3,670
Pupil premium	-	5,083	(5,083)	-	30
UFSM	-	1,391	(1,383)	-	8
Catch-up premium	-	835	(562)	-	273
Other DfE/ESFA COVID-19 Funding	-	64	(64)	-	-
Coronavirus Job Retention Scheme grant	-	0	0	-	-
Other COVID-19 Funding	-	51	(51)	-	-
Pension reserve	(54,282)	-	(4,863)	(9,528)	(68,673)
Start Up Grant	63	-	(14)	-	49
Other ESFA/Local Authority grants	251	9,156	(9,103)	-	304
Voluntary Income	39	130	(163)	-	6
	<u>(50,015)</u>	<u>66,495</u>	<u>(70,744)</u>	<u>(10,069)</u>	<u>(64,333)</u>
<i>Restricted fixed asset funds</i>					
DfE/ESFA/LA capital grants	467	2,720	-	(2,636)	541
Fixed assets purchased from capital grant	4,995	-	(1,366)	3,177	6,816
Inherited fixed assets	74,430	-	(2,367)	-	72,063
	<u>79,892</u>	<u>2,720</u>	<u>(3,723)</u>	<u>541</u>	<u>79,420</u>
<b>Total restricted funds</b>	<u>29,867</u>	<u>69,215</u>	<u>(74,467)</u>	<u>(9,528)</u>	<u>15,087</u>
<i>Unrestricted funds</i>					
Unrestricted funds	2,801	1,298	(1,290)	-	2,809
<b>Total unrestricted funds</b>	<u>2,801</u>	<u>1,298</u>	<u>(1,290)</u>	<u>-</u>	<u>2,809</u>
<b>Total funds</b>	<u>32,668</u>	<u>70,513</u>	<u>(75,757)</u>	<u>(9,528)</u>	<u>17,896</u>

The General Annual Grant (GAG) represents the core funding for the educational activities of the school that has been provided to the academy via the ESFA by the DfE. The GAG fund has been set up because the GAG must be used for the normal running costs of the academy. Under the funding agreement with the Secretary of State, the academy trust was not subject to a limit on the GAG that it could carry forward at 31 August 2021. A transfer of funds represents the amount of revenue income spent over and above the capital funding received by schools in the purchase of fixed assets.

The Pension reserve relates to separately identify the pension deficit inherited from the local authority upon conversion to academy status, and through which all the pension scheme movements are recognised.

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

	Balance at 1 September 2019 £000	Incoming Resources £000	Resources Expended £000	Gains, Losses and Transfers £000	Balance at 31 August 2020 £000
<i>Restricted general funds</i>					
General Annual Grant (GAG)	3,946	52,103	(51,644)	(491)	3,914
Pension reserve	(40,608)	(2,018)	(3,830)	(7,926)	(54,282)
Start Up Grant	141	-	(40)	(38)	63
Other ESFA/Local Authority grants	121	9,669	(9,584)	46	251
Voluntary Income	4	209	(174)	-	39
	<u>(36,296)</u>	<u>69,963</u>	<u>(65,272)</u>	<u>(8,410)</u>	<u>(60,015)</u>
<i>Restricted fixed asset funds</i>					
DfE/ESFA/LA capital grants	759	1,812	-	(2,114)	457
Fixed assets purchased from capital grant	14,334	-	(792)	(8,547)	4,995
Inherited fixed assets	59,831	5,675	(2,221)	11,146	74,430
	<u>74,924</u>	<u>7,487</u>	<u>(3,013)</u>	<u>484</u>	<u>79,892</u>
<b>Total restricted funds</b>	<u>38,628</u>	<u>67,450</u>	<u>(68,285)</u>	<u>(7,926)</u>	<u>29,867</u>
<i>Unrestricted funds</i>					
Unrestricted funds	2,786	1,709	(1,694)	-	2,801
<b>Total unrestricted funds</b>	<u>2,786</u>	<u>1,709</u>	<u>(1,694)</u>	<u>-</u>	<u>2,801</u>
<b>Total funds</b>	<u>41,414</u>	<u>69,159</u>	<u>(69,979)</u>	<u>(7,926)</u>	<u>32,668</u>

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021



## 16 Funds (continued)

The Start Up Grant Fund relates to the restricted grant funding received from the DiE/ESFA to assist with the costs incurred by the school during the process on conversion to academy status.

The Other ESFA/Local Authority fund relates to the restricted grant funding received from the ESFA or Local Authorities which falls outside the scope of core funding.

The DiE/ESFA/Local Authority capital grant fund represents the total amount of capital grants received. The monies spent on fixed assets and refurbishment works are therefore allocated to this fund. Depreciation charge on the fixed asset purchases is allocated to the fund. The fund balance carried forward represent the carrying value of the fixed assets purchased using the capital grants received, together with the value of capital grants unspent by the reporting date.

The fixed assets purchased from capital grant fund represents the tangible assets purchased post conversion from all capital grants.

The Inherited Fixed Assets Fund has been set up to recognise the tangible assets gifted to the academy upon conversion by the local authority which represent the school site inherited from the local authority including the leasehold land and buildings and all material items of plant and machinery included therein. Depreciation charged on those inherited assets is allocated to the fund.

### Analysis of academies by fund balance

	Balance at 31 August 2021 £'000	Balance at 31 August 2020 £'000
<b>Fund balances were allocated as follows:</b>		
Billesley Primary School	266	139
Cavalry Primary School	202	188
Chandos Primary School	307	264
Childs Hill Primary School	-	29
Claremont Primary	225	497
Croft Academy	194	148
Elm Road Primary School	170	99
Eyrescroft Primary School	-	(17)
George Betts Primary Academy	57	5
Greenside Primary School	556	463
Griffin Primary School	1,038	1,272
Highlees Primary School	417	405
Hillingdon Primary Academy	(99)	179
John Locke Academy	50	(121)
Kings Rise Academy	356	481
Lena Gardens Primary School	-	-
Millfield Primary	324	310
Nene Infant and Nursery School	492	390
Parkfield Primary School	(226)	(205)
Pinkwell Primary School	(107)	268
Rannoth Junior School	238	111
Ramsey Infants	23	71
Ramsey Juniors	140	96
Shireland Hall Primary Academy	443	396
The Elliot Foundation Academies Trust	874	549
The Hyde School	335	295
The Shirestone Academy	284	288
Tiverton Primary Academy	89	140
Westwood Primary School	295	158
Woods Bank Primary Academy	206	170
<b>Total before fixed assets and pension reserve</b>	<b>7,149</b>	<b>7,068</b>
Restricted fixed asset fund	79,420	79,882
Pension Reserve	(68,673)	(54,282)
	<b>17,896</b>	<b>32,668</b>

There are three academies with a cumulative deficit at year end. The deficits are considered manageable and are underwritten by the Trust. Pinkwell Primary School has suffered with falling rolls for a number of years and has now undergone a staff restructure which will assist in coming back to financial balance. Parkfield Primary School will undergo a restructuring in 2021-22 which will bring it back to an in year balanced position. Hillingdon Primary School was allowed to go onto deficit to invest in capital developments on site. This position will be recovered in 2021-22.

Lena Gardens is still included above as at year end, although the school closed in 2019, the site remains on the Trust books until the DiE and local authority agree over the future use of the site.

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021



## 16 Funds (continued)

Analysis of academies by cost:

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

	Teaching & Educational Support Staff Costs	Other Support Staff	Other Educational Supplies	Other Costs (Excluding Depreciation & Amortisation)	Year ended 31 August 2021	Year ended 31 August 2020
	£'000	£'000	£'000	£'000	£'000	£'000
Billesley Primary School	2,820	436	56	375	3,687	3,827
Cavalry Primary School	1,785	132	48	258	2,223	2,195
Chandos Primary School	1,695	519	64	282	2,560	2,404
Childs Hill Primary School	2,265	204	51	369	2,889	1,583
Claremont Primary	2,018	161	48	409	2,636	2,173
Croft Academy	948	196	38	187	1,369	1,297
Elm Road Primary School	741	111	14	146	1,012	1,071
Eyrescroft Primary School	1,252	279	54	197	1,782	1,793
George Betts Primary Academy	1,706	295	21	261	2,283	2,366
Greenside Primary School	1,005	163	16	206	1,390	1,307
Griffin Primary School	1,282	93	15	365	1,755	1,800
Highlees Primary School	1,508	240	62	258	2,068	2,054
Hillingdon Primary Academy	2,670	374	58	466	3,568	3,643
John Locke Academy	2,191	218	50	399	2,858	2,586
Kings Rise Academy	1,646	481	48	298	2,473	2,410
Lena Gardens Primary School	-	-	-	-	-	16
Millfield Primary	1,201	175	43	222	1,641	1,380
Nene Infant and Nursery School	1,273	111	55	217	1,656	1,660
Parkfield Primary School	1,982	177	33	357	2,549	2,552
Pinkwell Primary School	3,001	418	45	607	4,071	4,193
Ramnoth Junior School	971	126	28	190	1,315	1,322
Ramsey Infants	875	50	31	129	1,085	899
Ramsey Juniors	869	106	30	133	1,138	1,146
Shireland Hall Primary Academy	2,779	376	72	407	3,634	3,789
The Elliot Foundation Academies Trust	1,078	2,046	19	1,188	4,331	2,665
The Hyde School	2,194	168	63	378	2,803	2,717
The Shirestone Academy	974	179	21	254	1,428	1,548
Tiverton Primary Academy	835	232	22	180	1,269	1,271
Westwood Primary School	2,784	401	49	292	3,526	3,363
Woods Bank Primary Academy	1,601	348	24	218	2,191	2,105
LGPS pension cost	3,969	-	-	894	4,863	3,830
	<b>51,918</b>	<b>8,815</b>	<b>1,178</b>	<b>10,142</b>	<b>72,053</b>	<b>66,965</b>

## 17 Analysis of Net Assets between Funds

Fund balances at 31 August 2021 are represented by:

	Unrestricted Funds	Restricted General funds	Restricted Fixed Asset Funds	Balance at 31 August 2021
	£'000	£'000	£'000	£'000
Tangible Fixed Assets	-	-	78,895	78,895
Intangible Fixed Assets	-	-	-	-
Current assets	4,349	6,236	525	11,110
Current liabilities	(1,540)	(1,896)	-	(3,436)
Pension scheme liability	-	(68,673)	-	(68,673)
<b>Total net assets</b>	<b>2,809</b>	<b>(64,333)</b>	<b>79,420</b>	<b>17,896</b>

Fund balances at 31 August 2020 were represented by:

	Unrestricted Funds	Restricted General funds	Restricted Fixed Asset Funds	Balance at 31 August 2020
	£'000	£'000	£'000	£'000
Tangible Fixed Assets	-	-	79,425	79,425
Intangible Fixed Assets	-	-	-	-
Current assets	3,974	5,970	457	10,401
Current liabilities	(1,173)	(1,703)	-	(2,876)
Pension scheme liability	-	(54,282)	-	(54,282)
<b>Total net assets</b>	<b>2,801</b>	<b>(50,015)</b>	<b>79,882</b>	<b>32,668</b>

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021



## 18 Capital Commitments

	Total 2021 £'000	Total 2020 £'000
Contracted for, but not provided in the financial statements	461	387
	<u>461</u>	<u>387</u>

## 19 Commitments under operating leases

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

	Total 2021 £'000	Total 2020 £'000
Amounts due within one year	114	112
Amounts due between one and five years	109	120
	<u>223</u>	<u>232</u>

## 20 Reconciliation of Net Income to Net Cashflow from Operating Activities

	Total 2021 £'000	Total 2020 £'000
Net income for the reporting period	(5,244)	(820)
Amortisation (note 12)	-	-
Depreciation (note 13)	3,441	3,013
Impairments (note 13)	282	-
Capital grants from DfE and other capital income	(2,438)	(7,307)
Gifted assets	(310)	-
Cash transferred in on conversion (note 26)	-	(113)
Interest receivable (note 5)	(1)	(6)
Defined Benefit pension cost less contributions payable (note 24)	3,969	3,070
Defined Benefit Pension finance cost (note 24)	894	760
Defined benefit pension scheme obligation inherited (note 26)	-	2,018
Decrease / (increase) in debtors	607	(264)
Increase / (decrease) in creditors	560	(1,127)
<b>Net cash used in/(provided by) operating activities</b>	<u>1,760</u>	<u>(777)</u>

## 21 Conversion to an Academy Trust

	Total 2021 £'000	Total 2020 £'000
Tangible fixed assets:		
Leasehold land and buildings	-	5,675
- School budget surplus	-	113
- LGPS pension deficit	-	(2,018)
Net assets/(liabilities)	<u>-</u>	<u>3,770</u>

## 22 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.

## 23 Analysis of Changes in Net Funds

	At 1 September 2020 £'000	Cash flows £'000	At 31 August 2021 £'000
Cash in hand and at bank	7,829	1,316	9,145
	<u>7,829</u>	<u>1,316</u>	<u>9,145</u>

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021



## 24 Pension and similar obligations

The Academy Trust's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff, and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by the local County Councils. Both are multi-employer defined benefit schemes.

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

There were no outstanding or prepaid contributions at either the beginning or the end of the financial year.

### Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions 2014. Membership is automatic for teachers in academies. All teachers have the option to opt-out of the TPS following enrolment. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions along with those made by employers are credited to the Exchequer. The Academy Trust has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Academy Trust has set out below the information available on the scheme.

### Valuation of the Teachers' Pension Scheme

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

The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- Total scheme liabilities for service (pensions currently payable and the estimated cost of future benefits) of £218 billion
- Value of notional assets (estimated future contributions together with the proceeds from the notional investments held at the valuation date) of £196 billion
- Notional past service deficit of £22 billion
- Discount rate is 2.4% in excess of CPI

As a result of the valuation, new employer contribution rates were set at 23.68% (including a 0.08% administration levy) of pensionable pay from September 2019 onwards (compared to 16.48% during 2018/19).

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

The employer's pension costs paid to TPS in the year amounted to £5,079,000 (2020: £4,702,000).

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021



## 24 Pension and similar obligations (continued)

### Local Government Pension Scheme

The LGPS is a funded defined benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2021 was £5,127,000 (2020: £4,640,000), of which employer's contributions totalled £4,087,000 (2020: £3,676,000) and employees' contribution totalled £1,040,000 (2020: £964,000). The agreed rates for future years are 12.5 - 24.8 per cent for employers and between 5.5 - 6.8 per cent for employees.

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

The organisation operates seven defined pension plans: West Midlands Pension Fund, Barnet Pension Fund, Hammersmith & Fulham Pension Fund, Hillingdon Pension Fund, Cambridgeshire Pension Fund, Islington Pension Fund and Wandsworth Pension Fund.

### Principal actuarial assumptions

The following information is based upon a full actuarial valuation of the fund at 31 March 2019 updated to 31 August 2021 by a qualified independent actuary.

	Rate of increase in salaries		Rate of increase for pensions in payment / inflation		Discount rate for scheme liabilities	
	2021	2020	2021	2020	2021	2020
	%	%	%	%	%	%
West Midlands Pension Fund	3.9	3.3	2.9	2.3	1.7	1.6
Barnet Pension Fund	3.6	2.9	2.9	2.2	1.7	1.7
Hammersmith and Fulham Pension Fund	3.9	3.5	2.9	2.2	1.7	1.7
Hillingdon Pension Fund	3.2	2.5	2.9	2.2	1.7	1.7
Cambridgeshire Pension Fund	3.4	2.7	2.9	2.2	1.7	1.7
Islington Pension Fund	4.3	3.8	2.9	2.4	1.7	1.8
Wandsworth Pension Fund	3.9	3.3	2.9	2.3	1.7	1.7

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

	Retiring today:		Retiring in 20 years:	
	Males	Females	Males	Females
	2021	2021	2021	2021
	Years	Years	Years	Years
West Midlands Pension Fund	21.6	24.0	23.4	25.8
Barnet Pension Fund	21.9	24.4	23.3	26.4
Hammersmith and Fulham Pension Fund	21.6	24.3	23.3	25.9
Hillingdon Pension Fund	22.3	24.7	23.3	26.2
Cambridgeshire Pension Fund	22.2	24.4	23.2	26.2
Islington Pension Fund	22.8	25.3	24.3	27.2
Wandsworth Pension Fund	21.6	24.3	22.9	25.7

	Retiring today:		Retiring in 20 years:	
	Males	Females	Males	Females
	2020	2020	2020	2020
	Years	Years	Years	Years
West Midlands Pension Fund	21.9	24.1	23.8	26.0
Barnet Pension Fund	21.7	24.0	22.9	25.7
Hammersmith and Fulham Pension Fund	22.6	24.6	24.2	26.3
Hillingdon Pension Fund	22.1	24.3	22.8	25.5
Cambridgeshire Pension Fund	22.0	24.0	22.7	25.5
Islington Pension Fund	22.7	25.2	24.2	27.1
Wandsworth Pension Fund	21.8	24.4	23.2	25.9

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021



## 24 Pension and similar obligations (continued)

### Local Government Pension Schemes (continued)

The Academy Trust's share of the assets in the scheme:

	Fair value at 31 August 2021 £'000	Fair value at 31 August 2020 £'000
Equities	27,210	20,131
Government bonds	1,407	1,324
Other bonds	6,944	4,928
Property	4,632	3,129
Cash/liquidity	1,798	1,786
Other	2,966	2,434
<b>Total fair value of assets</b>	<b>44,957</b>	<b>33,732</b>

The actual return on the scheme assets was £6,669,000 (2020: £905,000).

Amounts recognised in the Statement of Financial Activities:	2021 £'000	2020 £'000
Current service cost	8,020	6,725
Past service cost	-	6
Net interest cost	894	760
Loss on settlement	26	-
Administrative expenses	10	15
<b>Total operating charge</b>	<b>8,950</b>	<b>7,506</b>

Changes in present value of defined benefit obligations:

	2021 £'000	2020 £'000
At 1 September	88,014	69,383
Transferred in on schools joining the Academy Trust	-	2,235
Current Service Cost	8,020	6,725
Interest Cost	1,483	1,322
Actuarial loss	15,608	8,252
Contributions by members	1,040	964
Benefits paid	(683)	(873)
Past service cost	-	6
Liabilities assumed on settlements	148	-
<b>At 31 August</b>	<b>113,630</b>	<b>88,014</b>

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

	2021 £'000	2020 £'000
At 1 September	33,732	28,875
Transferred in on schools joining the Academy Trust	-	217
Interest income	589	562
Return on plan assets (excluding net interest on the defined pension liability)	6,080	326
Contributions by employer	4,087	3,676
Contributions by members	1,040	964
Benefits paid	(683)	(873)
Administrative expenses	(10)	(15)
Effect of non-routine settlements	122	-
<b>At 31 August</b>	<b>44,957</b>	<b>33,732</b>

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021



## 25 Related Party Transactions

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

One Trustee, Hugh Greenway was engaged as an employee during the year to August 2021. Details of relevant payments are included in note 10. Hugh Greenway is a director of TEFLA Ltd, which was incorporated in 2017-18. TEFLA Ltd had not started trading at year end.

Deryn Harvey (Member) is a shareholder in Hounslow Language Services. There were transactions totalling £438 with Hounslow Language Services in the year (2020: £1,828). There was £48 outstanding as at 31 August 2021 (2020: £195).

There were no transactions for property maintenance with ConnectED in the year (2020: £200). They are a related party through the Principal of Millfield Primary. There was £nil outstanding as at 31 August 2021 (2020: £nil).

There are no related party transactions other than as disclosed above.

## 26 Transfer of schools into the Trust

### Transfers in 2020-21

There were no transfers in during the year, with the Cippenham School not joining the Trust until September 2021.

### Transfers in 2019-20

On 1 February 2020 Childs Hill Primary School joined The Elliot Foundation Academies Trust. The transfer from the local authority was for £nil consideration and the substance of the transfer is that of a gift and has been recognised as such. The assets and liabilities transferred were valued at their fair value and recognised in the Balance Sheet under the appropriate headings with a corresponding net amount recognised as a net gain in the Statement of Financial Activities as donations.

The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the Statement of Financial Activities.

	Restricted funds	Restricted fixed assets funds	Unrestricted funds	Total funds
	£	£	£	£
Leasehold land and buildings	-	5,675,000	-	<b>5,675,000</b>
Cash funds	-	-	113,382	<b>113,382</b>
LGPS pension deficit	<u>(2,018,000)</u>	-	-	<b><u>(2,018,000)</u></b>
	<u>(2,018,000)</u>	<u>5,675,000</u>	<u>113,382</u>	<b><u>3,770,382</u></b>

Post conversion the school had total income of £1,662,931 of income (including £113,382 of reserves on conversion) and expenditure of £1,643,389.

## 27 Teaching School Trading Account

	Total 2021 £'000	Total 2020 £'000
Income		
Direct Income	<b>53</b>	105
Expenditure		
Direct staff costs	<b>41</b>	42
Support costs	<b>20</b>	55
Surplus/(Deficit) from all sources	<b><u>(8)</u></b>	<u>8</u>
Teaching School balances at 1 September	<b>8</b>	-
Teaching School balances at 31 August	-	8

The Teaching School started in 2017/18 and ended in 2020/21 due to a change in DfE policy.

## 28 Post Balance Sheet Events

Lena Gardens Primary School closed on the 31st August 2019. The assets of the school will be returned to the DfE and local authority but an agreement by those parties as to where the assets would be transferred to had not yet been achieved as at the signing date. As at 31 August 2019 these were valued at £282,775 in the Trust's books. The local authority also advised the Trust to retain the LGPS deficit for the school at the same value as last year (a deficit of £868,000).

Cippenham Primary School in Slough joined the Trust on the 1st September 2021. Netherbrook Primary School in Dudley is on track to join the Trust in 2021-22 as well. Cippenham Primary School brings with it cash reserves of c£600k (restricted and unrestricted). Netherbrook should transfer in a financially balanced position. Both will also have significant balance sheet impacts with fixed asset and pension deficit transfers.

# Notes to the financial statements

Year ended 31<sup>st</sup> August 2021



## 25 Comparative Statement of Financial Activities

For the year ended 31 August 2020

	Notes	Unrestricted Funds £'000	Restricted General Funds £'000	Restricted Fixed Asset Funds £'000	Year ended 31 August 2020 £'000
<b>Income From:</b>					
Donations & Capital Grants	2	-	209	1,812	<b>2,021</b>
Transferred upon conversion		113	-2,018	5,675	<b>3,770</b>
Charitable Activities					
Funding for the Academy Trust's educational operations	3	-	61,667	-	<b>61,667</b>
Teaching School		-	105	-	<b>105</b>
Other trading activities	4	1,590	-	-	<b>1,590</b>
Investments	5	6	-	-	<b>6</b>
<b>Total Income</b>		<b>1,709</b>	<b>59,963</b>	<b>7,487</b>	<b>69,159</b>
<b>Expenditure on:</b>					
Raising Funds		1,694	1,341	-	<b>3,035</b>
Charitable activities					
Academy trust's educational operations	7	-	63,834	3,013	<b>66,847</b>
Teaching School		-	97	-	<b>97</b>
<b>Total Expenditure</b>	6	<b>1,694</b>	<b>65,272</b>	<b>3,013</b>	<b>69,979</b>
<b>Net (expenditure) / income</b>		<b>15</b>	<b>-5,309</b>	<b>4,474</b>	<b>-820</b>
Gross transfers between funds	16	-	-484	484	-
<b>Other recognised gains and losses</b>					
Remeasurement of defined benefit pens	16,24	-	(7,926)	-	<b>(7,926)</b>
<b>Net movement in funds</b>		<b>15</b>	<b>(13,719)</b>	<b>4,958</b>	<b>(8,746)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	16	2,786	(36,296)	74,924	<b>41,414</b>
<b>Total funds carried forward</b>		<b>2,801</b>	<b>(50,015)</b>	<b>79,882</b>	<b>32,668</b>

# Independent Reporting Accountant's Assurance Report on Regularity to The Elliot Foundation Academies Trust and the Education and Skills Funding Agency

## **Conclusion**

We have carried out an engagement in accordance with the terms of our engagement letter dated 20 June 2018 and further to the requirements of the Education and Skills Funding Agency ('ESFA') as included in the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts, to obtain limited assurance about whether the expenditure disbursed and income received by The Elliot Foundation Academies Trust during the period 1 September 2020 to 31 August 2021 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

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 2020 to 31 August 2021 have not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

## **Basis for conclusion**

The framework that has been applied is set out in the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trust. We are independent of The Elliot Foundation Academies Trust in accordance with the ethical requirements that are applicable to this engagement and we have fulfilled our ethical requirements in accordance with these requirements. We believe the assurance evidence we have obtained is sufficient to provide a basis for our conclusion.

## **Responsibilities of The Elliot Foundation Academies Trust's accounting officer and trustees**

The accounting officer is responsible, under the requirements of The Elliot Foundation Academies Trust's funding agreement with the Secretary of State for Education dated 25 May 2012 and the Academies Financial Handbook extant from 1 September 2020, for ensuring that expenditure disbursed and income received are applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. The accounting officer is also responsible for preparing the Statement of Regularity, Propriety and Compliance. The trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the proper conduct and financial operation of The Elliot Foundation Academies Trust and appointment of the accounting officer.

## **Reporting Accountant's responsibilities for reporting on regularity**

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 extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts

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 the procedures performed vary in nature and timing from, and are less in extent than for a reasonable assurance engagement; consequently a limited assurance engagement 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.

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 2020 to 31 August 2021 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Our work included identification and assessment of the design and operational effectiveness of the controls, policies and procedures that have been implemented to ensure compliance with the framework of authorities including the specific requirements of the funding agreement with the Secretary of State for Education, the Academies Financial Handbook 2020 published by the Education and Skills Funding Agency and high level financial control areas where we identified a material risk of irregularity is likely to arise. It also included areas assessed as presenting a higher risk of impropriety. We undertook detailed testing, on a sample basis, based on the identified areas where a material irregularity is likely to arise, or potential impropriety where such areas are in respect of controls, policies and procedures that apply to classes of transactions. Our work was undertaken with due regard to the 'Evidence to support conclusion on regularity' guidance in the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts.

This work was integrated with our audit on the financial statements and evidence was also derived from the conduct of that audit to the extent it supports the regularity conclusion.

### **Use of our report**

This report is made solely to The Elliot Foundation Academies Trust and the ESFA in accordance with the terms of our engagement letter dated 20 June 2018. Our work has been undertaken so that we might state to the The Elliot Foundation Academies Trust and the ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than The Elliot Foundation Academies Trust and the ESFA, for our work, for this report, or for the conclusion we have formed.

*RSM UK Audit LLP*

### **RSM UK AUDIT LLP**

Chartered Accountants

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London

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15th December 2021