

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
**(A company limited by guarantee)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
**(A company limited by guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS**

<b>Members</b>	A Savell-Boss (appointed 5 October 2011) A Price (appointed 21 February 2012) J Evans (appointed 12 July 2016) J Nair (appointed 3 August 2016) Z Akhtar (appointed 12 July 2016) B Sandhu (appointed 25 November 2019) Shireland Learning Limited (appointed 7 August 2007)
<b>Trustees</b>	A Savell-Boss, Chair of Trustees (re-appointed 21 October 2019) <sup>1,2</sup> M Conway-Jones (re-appointed 12 July 2020) <sup>1,3,4</sup> Sir M Grundy, Accounting Officer, Trustee (Ex-Officio) (appointed 7 August 2007) <sup>1</sup> Z Akhtar (re-appointed 12 May 2017) <sup>1,3,4</sup> J Nair, Board Vice Chair (re-appointed 17 July 2018) <sup>1,2,3,4</sup> K Egan (re-appointed 18 March 2019) <sup>1,2,3,4</sup> J Anandou (re-appointed 21 October 2019) <sup>1,4</sup> J Hunt (appointed 21 May 2020) <sup>1,3,4</sup> A Dennis (appointed 15 October 2019) <sup>1,4</sup>  <sup>1</sup> Resources <sup>2</sup> Remuneration and Performance Management <sup>3</sup> Standards and Performance <sup>4</sup> Audit
<b>Company registered number</b>	06336693
<b>Company name</b>	Shireland Collegiate Academy Trust
<b>Principal and registered office</b>	Waterloo Road Smethwick West Midlands B66 4ND
<b>Company secretary</b>	J Kellas
<b>Chief executive officer</b>	Sir M Grundy
<b>Senior management team</b>	Sir M Grundy, Chief Executive Officer J Kellas, Finance and Compliance Director D Irish, Secondary Director of Education G Faux, Vice-Principal and COO of Shireland Learning Ltd M Adams, HR Director Lady K Grundy, Primary Director of Education

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

**Independent auditor**      Cooper Parry Group Limited  
One Central Boulevard  
Blythe Valley Business Park  
Solihull  
West Midlands  
B90 8BG

**Bankers**                      Lloyds Bank PLC  
High Street  
Smethwick  
B66 1AE

**Solicitors**                    Browne Jacobson  
44 Castle Gate  
Nottingham  
NG1 7BJ



**SHIRELAND COLLEGIATE ACADEMY TRUST**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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The Trustees present their annual report together with the financial statements and auditor's report of the charitable company for the year 1 September 2019 to 31 August 2020. The annual report serves the purposes of both a Trustees' report and a directors' report under company law.

Shireland Collegiate Academy Trust's head office is at Shireland Collegiate Academy. The Articles of Association enable the Trust to operate on a federal basis and to include more than one Academy. The academy trust operates three secondary academies and three primary academies. Three primary and two secondaries are within Sandwell and the other secondary is within Dudley. We have a total student population as at October 2020 of 3,543 students from a student capacity of 4,391. We are currently 80.7% full due to the opening of two brand new schools with only one-year group in each.

### **Structure, governance and management**

#### **Constitution**

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

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

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

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

Details of the Trustees who served during the year, and to the date these accounts are approved are included in the Reference and administrative details on page 1.

#### **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.

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

**Structure, governance and management (continued)**

**Trustees' indemnities**

Every Trustee, Governor or other officer of the Academy shall be indemnified out of the assets of the Academy against any liability incurred by them in that capacity in defending any proceedings, whether civil or criminal, in which judgement is given in favour or in which they are acquitted or in connection with any application in which relief is granted to them by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Academy. The Academy has a third-party indemnity in place for all Trustees. The limit of the indemnity is £5,000,000.

**Method of recruitment and appointment or election of Trustees**

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

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

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

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

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

Trustees are appointed for a four-year period, except that this time limit does not apply to the CEO. Subject to remaining eligible to be a Trustee, any Trustee can be re-appointed or re-elected.

**Policies adopted for the induction and training of Trustees**

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

New Trustees and Governors are able to access an induction training resource on the governance portal and/or receive a one to one induction meeting with the Company Secretary and/or the Finance and Compliance Director. The induction training covers the role and responsibilities of a charity Trustee/committee member and support on use of the Governance Portal. An online induction process has been developed and our intention is to develop on-line training further for the coming academic year. The training and induction provided for new Trustees will always include an opportunity for a tour of the Schools and a chance to meet staff and pupils.

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

**Structure, governance and management (continued)**

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

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

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

This year the training has included, for Trustees: Fraud and Fraud Awareness, Regularity, and changes to the Academies Financial Handbook Chairs Training, , Keeping Children Safe in Education, finance induction, budget management and setting, ICFP overview, Accountability, Challenge and Support, OFSTED changes/updates, Changes in Education and Reporting requirements, and for the Standards and Performance Committees (Local Governing Body) Understanding the RAP; new Ofsted Framework; SEND; Maths; Pupil Premium; Safeguarding; Introduction to Governance; Ofsted updates; Introduction to the Trust.

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

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

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

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

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

**Organisational structure**

The Trustees are responsible for setting general policy, adopting an annual development plan and budget, approving the annual statutory accounts, monitoring the Academy Trust by the use of budgets and other data, and making the major decisions about the direction of the Academy Trust, capital expenditure and staff appointments.

The Board of Trustees normally meet a minimum of four times per year. This year the Board has met seven times each year. The Board of Trustees establishes an overall framework for the governance of the Academy Trust and determines membership, terms of reference and procedures of its Committees and other groups. It receives reports including policies from its Committees for ratification. It monitors the activities of the Committees through the minutes of their meetings and through direct reporting from the Chair of each Committee. The Board of Trustees may from time to time establish working groups to perform specific tasks over a limited timescale.

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**TRUSTEES' REPORT (CONTINUED)**  
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**Structure, governance and management (continued)**

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

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

The aim of this structure is to give clear management accountability that allows the relevant responsibilities to be devolved and encourage involvement in decision making at all levels for our six academies as detailed above and First Steps Nursery.

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

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

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

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

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

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

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

Each Academy has a Senior Leadership team (SLT).

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

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

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



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

**Structure, governance and management (continued)**

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

**Trade union facility time**

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

**Relevant union officials**

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

**Percentage of time spent on facility time**

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

**Percentage of pay bill spent on facility time** £

Total cost of facility time	-
Total pay bill	18,223,764
Percentage of total pay bill spent on facility time	- %

**Paid trade union activities**

Time spent on paid trade union activities as a percentage of total paid facility time hours	- %
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**TRUSTEES' REPORT (CONTINUED)**  
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**Structure, governance and management (continued)**

**Related parties and other connected charities and organisations**

Shireland Collegiate Academy Trust is the sole member of Shireland Learning Limited (SLL), a company incorporated in England (registration no. 06052021). As reported in the audited accounts for the year ended 31 August 2020, SLL made a profit of £114,248 (year ended 31 August 2019: £117,431). The total profit has been gifted back to the Trust for use across our academies in line with SLL Articles of Association.

SLL makes donations and contributions to support particular projects and facilities of the Academy Trust and its pupils and is therefore treated as a related party of the Academy Trust for the purposes of the financial statements.

Shireland Learning Ltd provides an E- learning school improvement function and back office support for Finance and HR administration. Details of the transactions are disclosed in the notes to the financial statement.

Shireland Learning Limited has a connected party relationship with Coscole Limited. As at August 2020 Shireland Learning Limited owns 14.7% of this company. All services provided by Coscole to the Trust have been provided free of charge.

**Equal Opportunitites Policy**

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

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

The Academy Trust's policy is to consult and discuss with employees, through unions, staff councils and at meetings, matters likely to affect employees' interests. Information about matters of concern to employees is given through information bulletins, reports and meetings which seek to achieve a common awareness on the part of all employees of the financial and economic factors affecting the Academy Trust's performance.

During employment, the Trust seeks to work with employees, taking into account their personal circumstances, to ensure appropriate training, development and advanced employment opportunities are available to them to reach their full potential.

Applications for employment by disabled persons are always fully considered, bearing in mind the aptitudes of the applicant concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment within the Academy Trust continues and that the appropriate training is arranged. It is the Academy Trust's policy that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

Lifts, ramps, and disabled toilets are installed, and door widths are adequate to enable wheelchair access to all the main areas of each site within the Trust where this is possible. The policy of the Trust is to support recruitment and retention of students and employees with disabilities..

Full details of these policies are available from the Academy Trust and its individual schools.

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

**Objectives and activities (continued)**

**Objectives and activities**

**Objects and aims**

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

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

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

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

The Trust has a full vision statement as stated above. This vision is at the heart of the Trust's strategy and it is central to the aims and objectives of the Trust.

Trustees have established the following objectives for the MAT.

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

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

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

As of August 2020 the Trust had six schools of which two schools (one secondary and one primary) have been opened under the Free School Programme. The remaining four schools are two secondary schools, one outstanding and one taken in to the Trust as special measures and two primary schools again taken into the Trust as special measures. In addition to this, the Trust also has approval to open four Free Schools over the next two or three years (one secondary and three primary schools) and in January 2021 will be taking another two primary Special Measures schools into the Trust.

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

The Trust works with the outstanding founder Academy and external consultants to support the work of the weaker academies via subject specialist leaders. All of our academies work under our values and within a framework of innovating, collaborating and inspiring. Working collaboratively where possible to share good working practices. Our aim is for all our academies within our family to be at least **good** and have a clear process for **improving educational outcomes**.

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

**Objectives and activities (continued)**

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

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

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

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

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

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

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

**Principal Activities**

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

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



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

**Objectives and activities (continued)**

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

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

These are:

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

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

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

**Objectives, strategies and activities**

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

- To grow a trust no bigger than 10 academies by 2021
- To expand within the primary sector using technology as a key tool for progress
- To establish an operating model that creates a proactive process driven delivery model
- To ensure each academy has a foundation structure for behaviour and pastoral support
- To create a curriculum delivery model for each of our academies that is responsive to change and the local needs of the area but can be adopted to meet individual student needs.
- To create a model of inter school support and skill sharing for staff and students
- To create an environment for staff to develop professionally and personally

For the academic year 2019/2020 our key foci have been:

- To improve communication and collaboration across our Academies
- To streamline our reporting processes and improve data collection to allow leaders and Trustees/Governors to make better decisions quicker
- To evaluate our services and ensure everything is done to achieve value for money or best value and costs can be sustained
- To continue creating a robust compliance and monitoring framework that all Academies abide by
- To prepare our Academies for Outstanding under the Ofsted framework and ISBL framework
- To attract the best staff and develop opportunities to enhance all staff both professionally and personally
- To develop internal structures which create efficiencies and can respond to growth

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

**Objectives and activities (continued)**

The above foci then created the key objectives of:

- Creating a structure for change embedded in collaboration and improved communication
- Developing reporting via the use of PowerBi to have more dynamic and interactive data to improve challenged at Board and management level
- Evaluating the effectiveness of SEND, safeguarding, catering and our use of data
- Improving and strengthening our compliance framework
- Further progressing the school improvement strategy within our academies, showing clear improvement in areas of weakness such as geography and history and improving progress
- Developing and embedding the Key stage 3 L4L curriculum and L3L curriculum in primary schools
- Developing solutions using Edtech and partner organisations
- Creating a clear strategy for people including induction and training
- Creating an estate management strategy
- Improving budget management and the understanding of key indicators
- Achieving 3% efficiency savings where appropriate

Over and above the Trust objectives, each academy had a number of focus areas which were agreed by the Board.

**Shireland Collegiate Academy**

- To secure high quality performance and delivery for all staff by developing a CPD programme for staff that focusses on improving boys progress, subject knowledge, staff resilience
- Ensure rigour around the quality of assessment and predictions
- Implementing the Gatsby competency
- To use technology to improve the quality of delivery
- Development of well-rounded engaged students
- Improve outcomes for boys, high attainers and reducing the behaviour incidents for boys

**Thorns Collegiate Academy**

- To bring expenditure within the funding envelope
- Improve the performance of all subjects
- Improve the use of languages across the curriculum
- Improve the process for inducing new staff
- Implementing the Gatsby competency
- Improving communication with families
- Reduce absence rates to achieve national average and reduce permanent exclusions
- Improve the performance of SEND students
- Operate a collaborative partnership with local primary schools

**West Bromwich Collegiate Academy**

- Develop Literacy for life subject knowledge and competency usage and moderation
- Improve use of technology to develop programmes to support student progress in all areas
- To develop an activity passport for student progression to include clear enrichment opportunities for students
- Create a high standard of safeguarding
- Establish SEND provision
- Engaging with Services in the Community as a new Academy to forge Partnerships.
- To work with other schools across the Trust as partners

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

**Objectives and activities (continued)**

**Holyhead Primary Academy**

- To improve the approach to safeguarding.
- To improve assessment practices across all staff and embed online assessment procedures.
- To improve attainment in Mathematics, Writing and Reading across all key stages.
- To increase Nursery numbers to ensure financial viability.
- To embed, monitor and evaluate the delivery of E3L curriculum
- Improve performance of higher attainers and SEND
- To improve processes internally and communication with families using technology
- Prepare for 2019/20 OFSTED inspection

**Tameside Primary Academy**

- For all teachers to be graded as at least good.
- To embed SEND procedures across the Academy
- To improve behaviour throughout the Academy
- To achieve floor targets in Key Stage 1 and 2 in RWM.
- To improve the aesthetics of the Academy
- Improve communication and relationships with families

**Shireland Technology Primary**

- Implement the Primary Education Brief and Vision
- To recruit pupils and staff for 2019/ 2020
- To ensure working families have the provision of wraparound care and Nursery places (30 hours)
- To develop the 2 NQTs so they pass first year
- To implement the Digital Framework
- To implement online Assessment system
- To develop a cohesive SEND provision
- To implement Friday Enrichment Programme
- SPC and Family Forum in place

**Public benefit**

The Academy Trust aims to advance for the public benefit education within the West Midlands area, offering a broad curriculum and an excellent education environment for its pupils. The Academy Trust also allows use of its facilities for recreational and other leisure time occupation for the community at large in the interests of social welfare and with the interest of improving the life of that community.

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

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

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

**Strategic report**

**Achievements and performance**

The Academy Trust continues to evolve and to adapt to the ever-changing educational environment. The Trust is in its third year of operation since conversion to a Multi Academy Trust in 2017. It has always been an Academy Trust. The total number of pupils in the year ended 31 August 2020 was 3,254 but this has increased to 3,543 at the October 2020 census in the main, due to the opening of a Free School primary school (86 student on roll) and a Free School secondary school (175 students on roll).

The Academy Trust is committed to continual improvement, which is achieved in a number of ways, including improvement planning, review meetings, continual professional development, lesson observations, performance management, self-evaluation, data analysis and action planning.

This year has seen the challenge of responding and changing to meet the demands of Covid 19, however it has still been a successful year for the Trust and each of our academies.

As a Trust we have:

- Improved communication and created a structure for collaboration for students, staff, and families
- Created a dashboard reporting method for Trustees/Governors and senior leaders which is based on Microsoft PowerBi.
- Improved the consistency of budget monitoring by production of a clear induction and training programme and appointed Trust Finance Officers to help with consistency and compliance
- We have balanced the budgets of both schools who were in a three-year budget deficit reduction plan.
- Engaged with SLL to create a partnership with external companies to improve resources for students.
- Created an Office 365 online environment for teaching and learning.
- Continued with the work of refining L3L and L4L to ensure the relevance of the curriculum in relation to the new inspection framework.
- Linked the Passport for Success with families into the new OFSTED framework requirements of cultural capital.
- Fully staffed all of our schools as at September 2020.
- Created an induction programme and wellbeing package for all staff.
- Established a learning community across our academies to support E3L, L4L and Research School.
- Improved performance in all our academies.
- Embedded a risk-based methodology into all planning.
- Created a framework for estate management.
- Created a Trust compliance framework and have begun to train school-based staff.
- Continued to refine and develop the functions of the central team.
- Consulted and implemented a new 5-year strategy for the Trust.

Some of key achievements include:

- Student progress has improved in all our schools
- Shireland Collegiate Academy progress 8 has increased from +0.3 in 2019 to +0.59 in 2020
- Thorns Collegiate Academy progress 8 has increased from -0.08 in 2019 to +0.24 in 2020, making TCA one of the most improved schools in the region.
- All our primary indicators are still showing progress from the previous year.
- Two of our three secondary schools are oversubscribed and the numbers on roll at Thorns have increased year on year, so they are currently 90% full. All primary schools have increased their numbers bucking the local and national trends
- Shireland Technology Primary new £8 million build opened in August 2020
- All locations have had building works over the summer with over £1/4 million spent across all the sites
- We have been successful in a capital funding grant for further building improvement of just under £1 million.
- All our Academies have a balanced budget for the forthcoming year and have healthy reserves.
- The Trust has continued to focus a considerable amount of work on the further development of the Office

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

**Strategic report (continued)**

**Achievements and performance (continued)**

- 365 based Learning Gateway
- The provision across the Extended Schools and Services agenda has matured still further throughout this year with the development of passport to success linking it into the cultural requirements OFSTED expectations.

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

- Our schools have continued to focus on our delivery of both the formal and informal curriculum and the "health" of our curriculum frameworks is exceptional and have quickly and easily turned their hand to online and remote teaching and learning
- We continue to strengthen our partnership work and the relationship with the Birmingham Hippodrome, Microsoft, Britannica, Gluu, Hodder and the CBSO. The richness that these partnerships are bringing to the experiences that both students and staff enjoy is clear for all to see.

**Covid 19**

Our approach has been very pragmatic with a risk-based focus to ensure the continued wellbeing of our staff, students, and families at all times. We have worked with the relevant local authorities and at all times have taken into account government advice and worked with suppliers to comply with all procurement policy notes.

In adopting our approach to Covid we have achieved the following

1. Delivered 2,683 food parcels to families during the lockdown period
2. Operated a hub system to keep a primary and secondary school open to vulnerable and key worker children and educated on site over 162 children
3. On average on a weekly basis during the lockdown period we delivered over 1,307 live lessons to 1,560 students, provided 525 learning support packs and had 765 children access education via independent remote learning

In addition to this, all staff have successfully taken on the challenge of home working, met all statutory deadlines, embraced the use of Teams to collaborate, innovate and inspire and In the 40 school days between 3 June and 24 July attended over 5,500 meetings organised and over 30,000 messages exchanged on Microsoft teams.

Overall, we have managed the increased costs of Covid 19 totalling £252,151 through underspending during the period of closure. This has had no impact on reserves in fact it has contributed to a small increase at the year end. The biggest impact has been on our trading areas such as First Steps Nursery and the leisure centre at Thorns, which have all incurred losses. The losses for First Steps and Thorns leisure centre have been met through restructuring and use of reserves. In addition to this all schools who have an in-house catering service have had to meet additional staffing costs as paid meals income has not been received. To reduce the losses within the trading areas we did furlough staff and received £39,262.



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

**Strategic report (continued)**

**Achievements and performance (continued)**

**Key performance indicators**

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

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

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

	<b>2020</b>	<b>2019</b>
Pupil numbers	3,253	2,949
Staff to Student Ratios:		
Pupils : Teachers	<b>17.07:1</b>	9.96:1
Pupils: Management	104.94:1	98.3:1
Pupils: Executive/Governance	565.74:1	491.5:1
Income per Student	£7,682	£8,631
GAG Income per Student	£5,367	£5,156
Spend per Student	£7,440	£7,116
GAG Spend per Student	£5,345	£5,201
Average FTE Cost	£42,824	£32,842
Staffing costs as a percentage of Expenditure	<b>71%</b>	77%
Staffing costs as a percentage of GAG Income	<b>99%</b>	107%

**Going concern**

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the Academy has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

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

**Strategic report (continued)**

**Achievements and performance (continued)**

**Promoting the success of the company**

The Trustees have acted in the way which they consider, in good faith, promotes the success of the Academy Trust for the benefit of its pupils and their parents, the Department for Education and the Education and Skills Funding Agency as principal funders and regulators, its suppliers and local wider school community as a whole, and in doing so have given regard to (amongst other matters):

Our educational business relationships and community

With a highly committed and dedicated workforce, the Academy Trust takes great pride in listening to what our pupils, parents and local community want and continues to provide the level of education outcomes and results that they have come to expect. The Academy Trust continues to evolve and to adapt to the ever-changing educational environment, leading to the continued increase in the awareness of the Academy Trust's overall activities and educational performance.

As an educational focused charitable organisation, public benefit is also at the heart of all we do. The details in the "Objectives and Activities" and "Achievements and Performance" section of the Trustees' report above provide full details of the impact of our activities and our achievements for the year.

With respect to suppliers, the Academy Trust's policy for the payment of suppliers is to agree to terms of payment in advance in line with normal commercial practices and, provided a supplier performs in accordance with the agreement, to abide by such terms.

The Academy Trust is also committed to contributing towards combating the threat of global warming by using energy efficient measures to reduce CO2 emissions throughout its buildings, facilities, and operations.

Our stakeholders

In addition to our pupils, parents, suppliers and wider local community, the Trustees also recognise the importance of their relationship with the Department for Education (DfE) and the Education and Skills Funding Agency (ESFA), as principal funders, regulators, and stakeholders. The Trustees are committed to the effective engagement with the DfE and the ESFA (and their representatives) and recognise that its success depends on the Trustees and senior management's ability to engage with them effectively and to work with them constructively, taking into account their guidance and best practice initiatives, whilst also working in line with the specific requirements of the Academy Trust's Funding Agreement and the Academies Financial Handbook.

Our people

The Academy Trust's key asset is its people. It employs over 590 staff, excluding agency workers, and it is only through the combined effort of this workforce, together with our supporters and volunteers, that we can change the lives of the children under our care. The Academy Trust encourages the involvement of all employees in decision making processes that impact on them directly and further details on our engagement with our people is detailed in the "Engagement with Employees (including Disabled Persons)" section of the Trustees' report above.

Our Members

The Trustees are committed and openly engaged with our Members through the active involvement of some Members as Trustees and regular dialogue with them, including an invitation to the Annual General Meeting and annual strategy and vision day. The Members are actively engaged in understanding our strategy and vision for the future, our culture and ethos, our people and our educational performance and standards.

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

**Strategic report (continued)**

**Achievements and performance (continued)**

Maintaining a reputation for high standards

The Multi Academy Trust has been in existence for three years and is fully committed to continual improvement, which it achieves in a number of ways, including improvement planning, review meetings, continual professional development, lesson observations, performance management, self-evaluation, data analysis and action planning). The Academy Trust also continually develops strategies to maintain and grow its pupil base, including looking for new schools and academies to join the Trust, and further improve relationships with our suppliers.

The information in the "Achievements and Performance" section of the Trustees' report above provide full details of our achievements during the year and the standards of educational performance we have achieved for all our stakeholders.

**Financial review**

The majority of the Academy Trust's income is received from the Education and Skills Funding Agency ('ESFA') in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the ESFA during the year ended 31 August 2020 and the associated expenditure of these grants are shown as restricted funds in the Statement of Financial Activities.

The Academy Trust also receives grants for fixed assets from the ESFA and other organisations / funders and these are shown as restricted fixed asset funds in the Statement of Financial Activities. The balance of the restricted fixed asset fund is reduced by the depreciation charges on the assets acquired using these funds.

For the year ended 31 August 2020, the Academy Trust's total income (excluding capital grants and the net assets transferred from academies joining the Trust in the year) was £23,006,002 (2019: £20,333,305) while the total expenditure (excluding depreciation and LGPS FRS102 pension cost charges) was £22,219,445 (2019: £20,036,505), resulting in a net surplus (after transfers to restricted fixed asset funds) for the year of £490,091 (2019: £296,799).

The fixed asset fund excess of income over expenditure for the year was £14,781,028.

Total excess of income over expenditure for the year is £15,567,585.

The balance of reserves at 31 August 2020, excluding the restricted fixed asset funds and LGPS liability fund was £2,380,253 (2019: £1,890,162).

At 31 August 2020, the net book value of fixed assets was £59,515,850; movements in tangible and intangible fixed assets are shown in notes 15 and 16 to the financial statements. The assets were used exclusively for providing education and the associated support services to the pupils of the Academy.

Shireland Collegiate Academy Trust held balances at 31 August 2020 of £48,612,058 comprising; restricted fixed asset fund of £60,570,805, restricted general fund of £817,924, a pension reserve deficit of £14,339,000 and £1,562,329 of unrestricted funds.

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



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

**Strategic report (continued)**

**Financial review (continued)**

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

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

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

The financial impact of COVID has led to all our schools making revenue savings in year which have where possible been reinvested into one off capital expenditure items,

Land, buildings and other assets were transferred to the Academy Trust from the Local Authority as part of the Free Schools project at the beginning the year. The total value of these net assets transferred, as included in the Statement of Financial Activities, were £15,031,584.

This year the Trust has been fortunate to receive donated services in kind, to the value of £770 relating to books for students and accommodation for two members of staff at the teaching awards. These have not been included within the financial statements as the quantum actually used cannot be accurately stated and does not have a material impact on the financial statements.

Included within the Academy's balance sheet at year end is a defined benefit pension scheme liability of £14,339,000 (2019: £11,144,000), which arises from the deficit in the Local Government Pension Scheme ("LGPS") that is attributable to the Academies. Further details regarding the deficit in the LGPS at 31 August 2020 are set out in note 29 to the financial statements.

The pension reserve fund has a deficit balance at 31 August 2020 of £14,339,000, which represents the deficit in the LGPS at the balance sheet date. The effect of the LGPS deficit is that Academy Trust is required to make additional pension contributions over a number of years in order to fund the deficit. These additional pension contributions will be funded from the Trust's annual recurring income, which may significantly impact its ability to continue to deliver its educational outcomes with the available public funding it receives. The Trustees have noted however that the Government has provided a guarantee that in the event of an Academy closure, any outstanding LGPS liabilities would be met by the Department for Education.

The key financial policies were reviewed and adopted during the period included the Financial Procedures Policies and Manual, which lays out the framework for the Academy Trust's financial management, including financial responsibilities of the Board of Trustees, CEO, Principals, FD ,managers, budget holders and other staff, as well as the delegated authorities for spending.

**Reserves policy**

The Trustees have reviewed the reserve levels of the Trust. This review encompassed the nature of income and expenditure streams, the need to match income with commitments, the status of the Academy Trust and the nature of reserves. The outcome of the review has been encompassed within the Trust Reserve policy.

The policy states our academies should have a minimum level of reserves of 2% of GAG Funding with the recommended level being 5% of GAG funding or 3% of total income whichever is the greater. The maximum level to be held in reserves by an academy should be no more than 8% of GAG funding. New opening schools should hold in the first year a minimum of 3% of reserves as required by Free School regulations.

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

**Strategic report (continued)**

**Financial review (continued)**

Based on the Trustees' recommended level of reserves of 5% of GAG this equates to £872,889 based on the current year's results for the Charitable Company. The reserves policy is monitored through termly reports to the Resources Committee. This is to ensure there is provision to provide a cushion to deal with unexpected emergencies such as urgent maintenance.

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

The Trust's current level of free reserves (total funds less the amount held in fixed assets and pension reserve) is £2,380,253 of which Trustees are committed to holding £817,924 for restricted projects.

The level of uncommitted reserves as at 31 August 2020 was £1,562,329. The level of reserves held are in line with the agreed reserves policy.

**Investment policy**

The investment objectives of the Trust are:

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

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

To ensure the security of any investment, assets will only be considered with banking institutions, which have credit ratings assessed by Fitch, Moody, and Standard and Poor's to show good credit in the short and long term.

Investments will be based on the highest level of return but with the maximum protection to the funds. Investment within banking organisations will be made on both short and long-term base. Short-term deposits will allow immediate access to funds. Long-term investment will be based on the annual cash flow and as such will be reviewed annually at the beginning of each academic year.

**Principal risks and uncertainties**

The key risks to the MAT this year have been around:

1. The management structures and operating model to ensure the Trust is fit for future growth (skill set and capacity of executive and senior leaders).
2. Low pupil numbers within the primary sector and the financial impact.
3. Project management of the build for Shireland Technology Primary School and the extension of West Bromwich Collegiate academy with the challenges of COVID.
4. Reporting of management information to ensure data can be trusted and decisions made quickly at all levels.
5. Creating a culture of compliance and risk management across our estate.
6. Continue with the reconfiguration of SLL.
7. Professional development and induction of staff including the effective use of the apprentice levy.
8. Budget management at Senior Leader level to improve the use of resources and stop underspending on GAG.
9. ICT infrastructure in our academies and the need for a clear technology strategy with a clear cost base.
10. COVID 19 and the impact on working and the wellbeing of staff and students.

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

**Strategic report (continued)**

**Financial review (continued)**

Of the above ten risks work has taken place to treat all of them. The executive team commissioned an external review of the current operating model and structures which then informed the work of producing a new five year strategy and a restructure of elements of the central team with a greater emphasis on planning and skill set of staff. As part of addressing the risks we have expanded the central team with the appointment of a communication officer, a data and management system officer and lead officers for ICT/technology in primary and secondary.

This year has seen the development of version one of dashboard reporting, the introduction of an induction and wellbeing site, the development of a compliance and health and safety framework, the introduction of Trust Finance Officer nominated to each school to help improve budget management support within schools and a clear training programme.

With the impact of COVID and the need to redirect some resources into the reconfiguration of teaching and learning online, work is still outstanding and will continue into 20/21. We have devoted lots of time to ensuring we can mitigate the risks relating to COVID whilst on site and have moved where possible to remote working for staff.

Finally, to ensure our revenue stream continues through SLL a number of new opportunities have been harnessed which have the potential to bring a secure and fruitful income.

**Risk management**

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

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

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

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

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

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

**Strategic report (continued)**

**Financial review (continued)**

- Half yearly and annual audit by external auditors and termly reviews by the Responsible Officer.
- Self- evaluation.

Through the Risk Management process, the Trustees of Shireland Collegiate Academy Trust are satisfied the major risks around educational standards, safeguarding, finances, retention of good staff, misuse of funds and poor management have been identified and steps taken to mitigate where necessary. Trustees recognised that systems could only provide reasonable, but not absolute assurance that major risks have been adequately managed.

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

- Ability to respond to growth in schools in a consistent and process driven model of delivery.
- Capacity and skill set of current teams to respond to and change to a proactive delivery model of working.
- Key staff dependencies and the need for clear succession planning.
- Management of our estates and the requirement to reduce carbon footprint.
- Improving the use of data by senior leaders.
- Cost base and deployment of Leadership and management.
- Improving marketing strategies to increase pupil numbers and reduce financial impact within our primary sector.
- Training and inducting at all levels from Governance down to role specific (development).
- Impact of COVID on delivery.

**Fundraising**

The Academy Trust raises funds for specific projects that will enhance the learning experience and environment for existing and future students, where funds cannot be accessed via existing channels such as government education funding. Fundraising is primarily undertaken by staff or parents; no professional fundraisers or commercial participators work with the Trust currently. Fundraising is undertaken in line with the Fundraising Regulator's Code of Fundraising Practice. The Academy Trust is mindful of the requirement to protect the public, particularly vulnerable people, from unreasonably intrusive or persistent fundraising approaches or undue pressure to donate. No complaints have been received in respect of fundraising activities; the general complaints policy of the Trust would be applicable if so. All funds received have been paid intact to this organisation. Any fundraising has been carried out in accordance with Charity Commission guidance.

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**Streamlined energy and carbon reporting**

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

Energy consumption used to calculate emissions (kwh)	<b>4,430,883</b>
Energy consumptions break down (kwh) (optional)	
• Gas	3,366,507
• Fuel Oil	118,433
• electricity	920,866
• transport fuel	25,077
<u>Scope 1 emissions in metric tonnes CO2e</u>	
Gas consumption	595.57
Owned transport – mini-buses	5.51
Fuel Oil	31.71
<u>Total scope 1</u>	632.79
<u>Scope 2 emissions in metric tonnes CO2e</u>	
Purchased electricity	214.69
<u>Scope 3 emissions in metric tonnes CO2e</u>	
Business travel in employee owned vehicles	0.83
<u>Total gross emissions in metric tonnes CO2e</u>	<b>848.31</b>
<u>Intensity ratio</u>	
Tonnes CO2e per pupil	<b>0.26</b>

Quantification and reporting methodology:

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

Intensity measurement

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

Measures taken to improve energy efficiency

We have increased video conferencing technology for staff meetings, to reduce the need for travel between sites.



**SHIRELAND COLLEGIATE ACADEMY TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**Plans for future periods (continued)**

**Plans for future periods**

The Academy Trust strives to continually improve levels of attainment for all pupils, equipping them with the qualifications, skills and character to follow their chosen pathway, whether it is into further and higher education or employment, as well as promoting the continued professional development of its staff.

Some of the Academy Trust's plans for future periods are:

- To improve communication and collaboration across our Academies.
- To streamline our reporting processes to allow leaders and Trustees/Governors to make better decisions quicker.
- To create an approach that enables academies to work towards national and Trust KPI's with emphasis on leadership and management to ensure a financially stable Trust.
- To create a Trust wide approach for estate management.
- To establish a Trust wide Professional Development programme for all staff.
- To create a wellbeing strategy and structure to increase employee engagement, supporting organisational performance including reduce absence and retention of staff.
- To continue creating a robust compliance and monitoring framework.
- To prepare our Academies for Outstanding under the Ofsted framework and ISBL framework.
- To review the use of technology and the ICT infrastructure to support outcomes and processes across our Academies.
- To improve progress in all of our Academies.
- To develop internal structures which create efficiencies and can respond to growth.

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

- Schools within the Trust should make sufficient progress to move to the next Ofsted category. Alternatively, in cases where the school is outstanding to show progress to maintain this rating.
- Percentage of Good and Outstanding teachers to be above 50% or to increase by 10% from previous year.
- All support staff to have Appraisal targets and to have made evidenced progress in achieving these.
- Staff attendance to improve by 3% over last year.
- Health and Safety incidents to be below one.
- Cleanliness of site to improve as evidenced by external audit.
- Insurance claims to be zero for damage to buildings.
- All sites to be judged safe from a safeguarding perspective by external audit.
- To ensure that the Family Forum is fully operational in all new Academies.
- For participation rates in enrichment activities to increase to 75% per week. Including 65% for Pupil Premium students.
- To ensure all externally supported enrichment activities are self-financing.

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

Each Academy RAP will aim to:

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

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
(A company limited by guarantee)

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

**Plans for future periods (continued)**

Over and above this each school has developed a risk based approach to ensuring the continued delivery of teaching and learning whilst we are dealing with the impact of Covid 19.

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

The Academy Trust holds Post 16 Bursary Funds on behalf of the ESFA, which are distributed to students as required and in line with the terms and conditions of the funds.

**Disclosure of information to auditor**

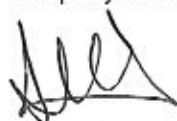
Insofar as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware, and
- that Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**Auditor**

On 14 April 2020, BDO LLP resigned as the Academy Trust's auditors. Cooper Parry Group Limited were appointed to fill the resulting vacancy. Cooper Parry Group Limited have expressed their willingness to continue in office as auditors and will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

The Trustees' report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 16 December 2020 and signed on its behalf by:



**A Savell-Boss**  
Chairman

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
**(A company limited by guarantee)**

**GOVERNANCE STATEMENT**

**Scope of responsibility**

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

As Trustees, we have reviewed and taken account of the guidance in DfE's Governance Handbook and competency framework for governance.

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

**Governance**

The information on governance included here supplements that described in the Trustees' report and in the Statement of Trustees' responsibilities. The Board of Trustees has formally met 7 times during the year.

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

Trustee	Meetings attended	Out of a possible
A Savell-Boss, Chair of Trustees	5	7
M Conway-Jones	6	7
Sir M Grundy, Accounting Officer, Trustee (Ex-Officio)	7	7
Z Akhtar	6	7
J Nair, Board Vice Chair	7	7
K Egan	4	7
J Anandou	5	7
J Hunt	1	1
A Dennis	7	7

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

The Board of Trustees reviewed the Trust's governance structure during the year to evaluate its impact and effectiveness. The Board of Trustees has a wide range of skills that contribute to the successful governance of the Trust and are satisfied that the current structure in place is appropriate and effective for the Trust.

The Board of Trustees has been supported in effective financial oversight and governance through the formal work undertaken by the Resources Committee and the Standards and Performance Committees of each academy. These are Committees of the Board of Trustees and they met 5 and 3 times respectively during the year. The minutes of these Committee meetings are provided to the full Board of Trustees and the Chairpersons of these Committees report to each full Board of Trustee meeting on the key matters considered at their meetings and the impact for consideration by the full Board of Trustees.

The main issues and challenges during the year related to the impact of COVID 19 and the importance of ensuring that the trustees were involved in the crucial decisions affecting teaching and learning and staff/pupil well-being. The need to maintain outstanding provision, within the context of levels of deprivation and reducing grant funding. In addition, the Trust has grown traded services through Shireland Learning Limited and developed rigorous financial and governance compliance monitoring. The Trust has also sought trustee approval for a new Five-Year Strategy for Growth 2021 to 2026.



**SHIRELAND COLLEGIATE ACADEMY TRUST**  
**(A company limited by guarantee)**

**GOVERNANCE STATEMENT (CONTINUED)**

**Governance (continued)**

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

During the year, the Committee reviewed a wide range of detailed finance reports and recommended to the Board the approval of the annual budget and the year- end accounts. The key issues dealt with by this committee were the monitoring of the approved deficit plans to ensure the financial stability of the Trust.

Attendance during the year at meetings was as follows:

Trustee	Meetings attended	Out of a possible
K Egan (Chair)	4	5
A Savell-Boss	5	5
Sir M Grundy	5	5
J Anandou	3	5
M Conway-Jones	5	5
J Nair	5	5
M O'Hanlon	4	5
A Orton	4	5
J Hunt	5	5
A Dennis	5	5

The Audit Committee is also a sub-committee of the main Board of Trustees. Its purpose is to maintain an oversight of the Trust's governance, risk management, internal control, and value for money framework. It will report its findings annually to the Board of Trustees and the Accounting Officer as a critical element of the Trust's annual reporting requirements.

These meetings were held within the time allocated to the Board Meetings. The Chair of the Trust Board and the CEO (Accounting Officer) are not members of this committee but attend. The key issues dealt with by the Audit Committee during the year was the review of the reports received from the RO in relation to the Trust's systems of internal control and the actions undertaken to address the control weaknesses identified, the appointment of new auditors and a review of our approach to compliance.

Attendance during the year at meetings was as follows:

Trustee	Meetings attended	Out of a possible
M Conway-Jones	3	3
Z Akhtar	1	3
J Nair	3	3
K Egan	2	3
J Anandou	3	3
A Dennis	2	3
J Hunt	1	1

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

**Governance (continued)**

**Governance Review**

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

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

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

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

**Review of value for money**

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

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

The accounting officer for the Academy Trust has delivered value for money during the year by developing a best value statement which describes the key delivery mechanisms for achieving value for money including the linking of development plans into the budget, purchasing arrangements to including a tendering process, and challenge by senior leaders, the Responsible Officer and the auditors. The statement directs all senior leaders to ensure value for money is demonstrated in all of the following areas:

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

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

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

This year has seen the uncertainty of Covid but throughout this, we have applied the principles of best value and have been compliant with all central government additional procurement advice notices.

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

**The purpose of the system of internal control**

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

**Capacity to handle risk**

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

**The risk and control framework**

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

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

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

- The type of risks the Trust faces.
- The level of risks which they regard as acceptable.
- The likelihood of the risks materialising.
- The Trust's ability to reduce the incidence and impact on the Academies' operations of risks that do materialise.
- The costs of operating particular controls relative to the benefits obtained.
- Clarifying the responsibility of the Trust Strategy Team to implement the policies agreed by Trustees and to identify and evaluate risks for their consideration.
- Explaining to employees that they have responsibility for internal control as part of their accountability for achieving objectives.
- Embed the control systems identified in the financial manuals, via use of the Learning Gateway, so that it becomes part of the Academies' culture, with minimal use of administrative time.

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
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**GOVERNANCE STATEMENT (CONTINUED)**

**The risk and control framework (continued)**

- Allow the development of systems to respond quickly to risks arising on an ad hoc basis; and
- Allow a clear process for responding to emergencies and reporting failures to the appropriate levels and ensuring action is taken as quickly as possible with all relevant documentation retained.

The Trustees have considered the need for a specific internal audit function and have decided not to appoint an internal auditor. However, the Trustees have appointed Mr Ian Foyle, the Company Secretary until April 2020, to carry out a series of internal checks until August 2020. The reviewer's role includes giving advice on financial matters and performing a range of checks on the Trust's financial systems. The reviewer reported, in accordance with guidance from the ESFA, to the Trustees on the operation of the systems of control and on the discharge of the Trustees' financial responsibilities in 2019/2020. Mr Foyle produced termly detailed reports and reported directly to Trustees, throughout the year and a summary report of actions required for the year.

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

**Review of effectiveness**

As accounting officer, 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:

- on discharge of the Board of Trustees financial decisions to help the committee consider actions and assess year on year progress
- the work of the reviewer;
- the work of the external auditor;
- the financial management and governance self-assessment process;
- The work of the Trust Strategy Team and Senior Leadership teams within the Trust who have responsibility for the development and maintenance of the internal control framework.
- The work of the Trust's School Improvement Partner (SIP).

The accounting officer has been advised of the implications of the result of their review of the system of internal control and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the members of the Board of Trustees on 16 December 2020 and signed on their behalf by:



**A Savell-Boss**  
Chairman



**Sir M Grundy**  
Accounting Officer

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
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**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**

As accounting officer of Shireland Collegiate Academy Trust I have considered my responsibility to notify the Academy Board of Trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the Academy, under the funding agreement in place between the Academy and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2019.

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

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



**Sir M Grundy**  
Accounting Officer  
Date: 16 December 2020

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
**(A company limited by guarantee)**

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

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

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

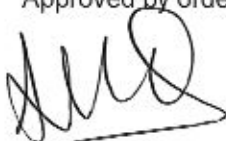
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP and the Academies Accounts Director 2019 to 2020;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards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

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

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

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

Approved by order of the members of the Board of Trustees on 16 December 2020 and signed on its behalf by:

  
**A Savell-Boss**



**SHIRELAND COLLEGIATE ACADEMY TRUST**  
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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
SHIRELAND COLLEGIATE ACADEMY TRUST**

**Opinion**

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

In our opinion the financial statements:

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

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
SHIRELAND COLLEGIATE ACADEMY TRUST (CONTINUED)**

**Other information**

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditor's report thereon. Other information includes the Reference and administrative details, the Trustees' report including the Strategic report, and the Governance statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the Group and the parent Academy and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

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

- the parent Academy has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent Academy 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.



**SHIRELAND COLLEGIATE ACADEMY TRUST**  
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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
SHIRELAND COLLEGIATE ACADEMY TRUST (CONTINUED)**

**Responsibilities of trustees**

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

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

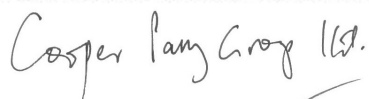
**Auditor's responsibilities for the audit of the financial statements**

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.

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

**Use of our report**

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



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

for and on behalf of

**Cooper Parry Group Limited**

Chartered Accountants

Statutory Auditor

One Central Boulevard

Blythe Valley Business Park

Solihull

West Midlands

B90 8BG

16 December 2020

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
**(A company limited by guarantee)**

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

In accordance with the terms of our engagement letter dated 24 July 2020 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2019 to 2020, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Shireland Collegiate Academy Trust during the year 1 September 2019 to 31 August 2020 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

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

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

The accounting officer is responsible, under the requirements of Shireland Collegiate Academy Trust's funding agreement with the Secretary of State for Education dated 1 August 2011 and the Academies Financial Handbook, extant from 1 September 2019, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2019 to 2020. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the year 1 September 2019 to 31 August 2020 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

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

**Approach**

We conducted our engagement in accordance with the Academies Accounts Direction 2019 to 2020 issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

The work undertaken to draw our conclusions included:

- Reviewing the internal control policies and procedures implemented by the Academy Trust and evaluating their design and effectiveness to understand how the Academy Trust has complied with the framework of authorities;
- Reviewing the minutes of meetings of the Trustees, relevant sub-committees and other evidence made available to us, relevant to our consideration of regularity;
- Enquiries of the Accounting Officer, including reviewing the work undertaken by the Accounting Officer in relation to their Statement on Regularity, Propriety and Compliance; and
- Detailed testing of the income and expenditure of the Academy Trust based on our assessment of the risk of material irregularity, impropriety and non-compliance. This work was integrated with our audit of the financial statements where appropriate and included analytical review and detailed substantive testing of transactions

**Conclusion**

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



Reporting Accountant  
**Cooper Parry Group Limited**  
Chartered Accountants  
Statutory Auditor

Date: 16 December 2020

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
(A company limited by guarantee)

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

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £	Total funds 2019 £
<b>Income from:</b>						
Donations and capital grants:	4					
Transfer of assets from local authority on conversion		-	-	-	-	2,669,055
Other donations and capital grants		172,439	-	16,328,102	16,500,541	564,179
Charitable activities	5	-	21,087,013	-	21,087,013	18,283,595
Teaching schools		-	38,500	-	38,500	47,500
Other trading activities	6	1,446,321	249,245	-	1,695,566	1,822,271
Investments	7	12,484	-	-	12,484	14,013
<b>Total income</b>		<u>1,631,244</u>	<u>21,374,758</u>	<u>16,328,102</u>	<u>39,334,104</u>	<u>23,400,613</u>
<b>Expenditure on:</b>						
Raising funds		1,175,272	1,191,768	123,766	2,490,806	2,415,581
Charitable activities		-	20,972,905	1,423,308	22,396,213	19,748,188
Teaching schools		-	38,500	-	38,500	47,500
<b>Total expenditure</b>	8	<u>1,175,272</u>	<u>22,203,173</u>	<u>1,547,074</u>	<u>24,925,519</u>	<u>22,211,269</u>
<b>Net income/(expenditure)</b>		<u>455,972</u>	<u>(828,415)</u>	<u>14,781,028</u>	<u>14,408,585</u>	<u>1,189,344</u>
Transfers between funds	21	(298,286)	1,820	296,466	-	-
<b>Net movement in funds before other recognised gains/(losses)</b>		<u>157,686</u>	<u>(826,595)</u>	<u>15,077,494</u>	<u>14,408,585</u>	<u>1,189,344</u>
<b>Other recognised gains/(losses):</b>						
Actuarial losses on defined benefit pension schemes	28	-	(2,036,000)	-	(2,036,000)	(2,132,000)
<b>Net movement in funds</b>		<u>157,686</u>	<u>(2,862,595)</u>	<u>15,077,494</u>	<u>12,372,585</u>	<u>(942,656)</u>

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
(A company limited by guarantee)

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

	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £	Total funds 2019 £
<b>Note</b>					
<b>Reconciliation of funds:</b>					
Total funds brought forward	1,404,643	(10,658,481)	45,493,311	36,239,473	37,182,129
Net movement in funds	157,686	(2,862,595)	15,077,494	12,372,585	(942,656)
<b>Total funds carried forward</b>	<u>21</u> <u>1,562,329</u>	<u>(13,521,076)</u>	<u>60,570,805</u>	<u>48,612,058</u>	<u>36,239,473</u>

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 43 to 77 form part of these financial statements.

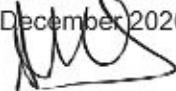


**SHIRELAND COLLEGIATE ACADEMY TRUST**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 06336693**

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

	Note	2020 £	2019 £
<b>Fixed assets</b>			
Intangible assets	15	20,772	52,455
Tangible assets	16	59,495,078	45,183,779
		59,515,850	45,236,234
<b>Current assets</b>			
Stocks	18	29,085	22,473
Debtors	19	2,100,843	1,274,563
Cash at bank and in hand		3,436,237	2,626,431
		5,566,165	3,923,467
Creditors: amounts falling due within one year	20	(2,130,957)	(1,776,228)
<b>Net current assets</b>		3,435,208	2,147,239
<b>Net assets excluding pension liability</b>		62,951,058	47,383,473
Defined benefit pension scheme liability	28	(14,339,000)	(11,144,000)
<b>Total net assets</b>		48,612,058	36,239,473
<b>Funds of the Academy</b>			
<b>Restricted funds:</b>			
Fixed asset funds	21	60,570,805	45,493,311
Restricted income funds	21	817,924	485,519
Pension reserve	21	(14,339,000)	(11,144,000)
<b>Total restricted funds</b>	21	47,049,729	34,834,830
<b>Unrestricted income funds</b>	21	1,562,329	1,404,643
<b>Total funds</b>		48,612,058	36,239,473

The financial statements on pages 38 to 77 were approved by the Trustees, and authorised for issue on 16 December 2020 and are signed on their behalf, by:

  
**A Savell-Boss**  
Chairman

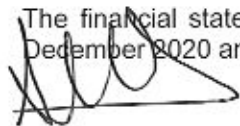
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**SHIRELAND COLLEGIATE ACADEMY TRUST**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 06336693**

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

	Note	2020 £	2019 £
<b>Fixed assets</b>			
Intangible assets	15	20,772	52,455
Tangible assets	16	59,495,078	45,183,779
Investments	17	-	-
		59,515,850	45,236,234
<b>Current assets</b>			
Stocks	18	29,085	22,473
Debtors	19	1,878,764	1,244,478
Cash at bank and in hand		3,419,695	2,423,021
		5,327,544	3,689,972
Creditors: amounts falling due within one year	20	(1,892,336)	(1,542,733)
		3,435,208	2,147,239
<b>Net current assets</b>		3,435,208	2,147,239
<b>Net assets excluding pension liability</b>		62,951,058	47,383,473
Defined benefit pension scheme liability	28	(14,339,000)	(11,144,000)
<b>Total net assets</b>		48,612,058	36,239,473
<b>Funds of the Academy</b>			
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Fixed asset funds	21	60,570,805	45,493,311
Restricted income funds	21	817,924	485,519
Pension reserve	21	(14,339,000)	(11,144,000)
<b>Total restricted funds</b>		47,049,729	34,834,830
Unrestricted funds	21	1,562,329	1,404,643
<b>Total funds</b>		48,612,058	36,239,473

The financial statements on pages 38 to 77 were approved by the Trustees, and authorised for issue on 16 December 2020 and are signed on their behalf, by:



**A Savell-Boss**  
Chairman

The notes on pages 43 to 77 form part of these financial statements.

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
**(A company limited by guarantee)**

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

	Note	2020 £	2019 £
<b>Cash flows from operating activities</b>			
Net cash provided by/(used in) operating activities	23	295,910	(80,991)
<b>Cash flows from investing activities</b>	24	513,896	(3,244)
<b>Cash flows from financing activities</b>		-	-
		<hr/>	<hr/>
<b>Change in cash and cash equivalents in the year</b>		809,806	(84,235)
Cash and cash equivalents at the beginning of the year		2,626,431	2,710,666
<b>Cash and cash equivalents at the end of the year</b>	25, 26	<hr/> <u>3,436,237</u>	<hr/> <u>2,626,431</u>

The notes on pages 43 to 77 form part of these financial statements

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
**(A company limited by guarantee)**

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

**1. Accounting policies**

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

**1.1 Basis of preparation of financial statements**

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

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

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

**1.2 Going concern**

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

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
**(A company limited by guarantee)**

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

**1. Accounting policies (continued)**

**1.3 Income**

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

• **Grants**

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

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

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

• **Donations**

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

• **Other income**

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

• **Transfer on conversion**

Where assets and liabilities are received by the Group on conversion to an academy, the transferred assets are measured at fair value and recognised in the Balance sheet at the point when the risks and rewards of ownership pass to the Group. An equal amount of income is recognised as a transfer on conversion within 'Income from Donations and Capital Grants' to the net assets received.

• **Donated fixed assets (excluding transfers on conversion or into the Group)**

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

**1.4 Expenditure**

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



**SHIRELAND COLLEGIATE ACADEMY TRUST**  
**(A company limited by guarantee)**

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

**1. Accounting policies (continued)**

**1.4 Expenditure (continued)**

• **Expenditure on raising funds**

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

• **Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.

**1.5 Interest receivable**

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

**1.6 Taxation**

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

Accordingly, the Academy 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.

**1.7 Intangible assets**

Intangible assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment.

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

The estimated useful lives are as follows:

Amortisation is provided on the following basis:

Computer software	- 20 %
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**SHIRELAND COLLEGIATE ACADEMY TRUST**  
**(A company limited by guarantee)**

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

**1. Accounting policies (continued)**

**1.8 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 Consolidated statement of financial activities and carried forward in the Balance sheet. Depreciation on the relevant assets is charged directly to the restricted fixed asset fund in the Consolidated statement of financial activities. Where tangible fixed assets have been acquired with unrestricted funds, depreciation on such assets is charged to the unrestricted fund.

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

Depreciation is provided on the following basis:

Leasehold property	-	2%
Furniture and equipment	-	10%
Computer equipment	-	20%

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

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

**1.9 Investments**

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

**1.10 Stocks**

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

**1.11 Debtors**

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

**1.12 Cash at bank and in hand**

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

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
**(A company limited by guarantee)**

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

**1. Accounting policies (continued)**

**1.13 Liabilities**

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

**1.14 Financial instruments**

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

*Financial assets* - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 19. Prepayments are not financial instruments. Amounts due to the Academy's wholly owned subsidiary are held at face value less any impairment.

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

*Financial liabilities* - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 20. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument. Amounts due to the Academy's wholly owned subsidiary are held at face value less any impairment.

**1.15 Operating leases**

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

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
**(A company limited by guarantee)**

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

**1. Accounting policies (continued)**

**1.16 Pensions**

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

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

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

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

**1.17 Agency arrangements**

The Trust acts as an agent in distributing 16-19 bursary funds from the ESFA. Payments received from the ESFA and subsequent disbursements to students are excluded from the Statement of Financial Activities as the Trust does not have control over the charitable application of the funds. The Trust can use a percentage of allocation towards its own administration costs and this is recognised in the Statement of Financial Activities. The funds received, paid and any balances held at period end are disclosed in note 32.

**1.18 Fund accounting**

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

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

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

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

## SHIRELAND COLLEGIATE ACADEMY TRUST

(A company limited by guarantee)

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

#### 2. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 28, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 August 2020. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Tangible fixed assets are depreciated over their economic useful lives taking into account residual values where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors.

Critical areas of judgement:

The classification of expenditure between restricted and unrestricted funds is considered a critical area of judgement as certain expenditure can be applied to both funds. Where this is the case and the amounts in question are considered material, the expenditure is apportioned to both funding streams on an appropriate basis.

The Academy Trust obtains use of fixed assets as a lessee. The classification of such leases as operating or finance lease requires the Academy Trust to determine, based on an evaluation of the terms and conditions of the arrangements, whether it retains or acquires the significant risks and rewards of ownership of these assets and accordingly whether the lease requires an asset and liability to be recognised in the Balance Sheet.

#### 3. General Annual Grant (GAG)

Under the funding agreement with the Secretary of State, there are academies within the Academy which were subject to limits at 31 August 2020 on the amount of GAG that could be carried forward from one year to the next. An amount equal to 12% could be carried forward, of which up to 2% could be used for general recurrent purposes, with any balance being available for premises/capital purposes.

No academies within the Academy exceeded the limits during the year ended 31 August 2020.



**SHIRELAND COLLEGIATE ACADEMY TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**4. Income from donations and capital grants**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £	Total funds 2019 £
Transfer of assets from local authority conversion	-	-	-	-	2,669,055
	-	-	-	-	2,669,055
Curriculum income & Donations	172,439	-	13,500	185,939	111,085
Capital grants	-	-	1,283,017	1,283,017	453,094
Donated fixed assets - Free Schools	-	-	15,031,585	15,031,585	-
<b>Subtotal</b>	172,439	-	16,328,102	16,500,541	564,179
<b>Total 2020</b>	172,439	-	16,328,102	16,500,541	3,233,234
<b>Total 2019</b>	54,839	(2,513,000)	5,691,395	3,233,234	

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**5. Funding for the Academy's educational operations**

	<b>Restricted funds 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
<b>DfE/ESFA grants</b>			
General Annual Grant (GAG)	17,457,787	17,457,787	15,204,560
Pupil Premium	1,243,773	1,243,773	1,175,759
Other ESFA Grants	1,356,604	1,356,604	994,711
	<u>20,058,164</u>	<u>20,058,164</u>	<u>17,375,030</u>
<b>Other Government Grants</b>			
Local Authority Grants	989,587	989,587	908,565
	<u>989,587</u>	<u>989,587</u>	<u>908,565</u>
<b>Exceptional Government Funding</b>			
Coronavirus Job Retention Scheme Grant	39,262	39,262	-
	<u>39,262</u>	<u>39,262</u>	<u>-</u>
<b>Total 2020</b>	<u><u>21,087,013</u></u>	<u><u>21,087,013</u></u>	<u><u>18,283,595</u></u>
<b>Total 2019</b>	<u><u>18,283,595</u></u>	<u><u>18,283,595</u></u>	

The Academy Trust has been eligible to claim additional funding during the year ended 31 August 2020 from government support schemes in response to the coronavirus outbreak. The funding received is shown above under "exceptional government funding".

The Academy Trust furloughed some of its staff involved in its trading activities under the government's CJRS. The funding received of £39,262 relates to staff costs in respect of the staff furloughed which are included in note 11 below as appropriate.

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
(A company limited by guarantee)

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

**6. Income from other trading activities**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Nursery	243,724	-	243,724	335,088
Catering	243,482	-	243,482	287,876
Contribution to visits	149,043	-	149,043	152,131
Leisure Centre	87,184	-	87,184	-
Hire of facilities	9,239	-	9,239	16,827
Trade Other	41,738	-	41,738	217,294
Other Restricted Income	-	249,245	249,245	209,700
Shireland Learning Limited	671,911	-	671,911	603,355
<b>Total 2020</b>	<b>1,446,321</b>	<b>249,245</b>	<b>1,695,566</b>	<b>1,822,271</b>
<b>Total 2019</b>	<b>1,612,571</b>	<b>209,700</b>	<b>1,822,271</b>	

**7. Investment income**

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Bank interest receivable	12,484	12,484	14,013

Bank interest receivable of £14,013 in the previous year related wholly to unrestricted funds.

**SHIRELAND COLLEGIATE ACADEMY TRUST**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**8. Expenditure**

	Staff Costs 2020 £	Premises 2020 £	Other 2020 £	Total 2020 £	Total 2019 £
Expenditure on fundraising trading activities:					
Direct costs	1,930,178	123,766	436,862	2,490,806	2,415,581
Educational operations:					
Direct costs	13,135,341	1,144,835	1,305,611	15,585,787	13,978,247
Allocated support costs	4,082,295	1,301,913	1,426,218	6,810,426	5,769,941
Teaching school	38,048	-	452	38,500	47,500
<b>Total 2020</b>	<u>19,185,862</u>	<u>2,570,514</u>	<u>3,169,143</u>	<u>24,925,519</u>	<u>22,211,269</u>
<b>Total 2019</b>	<u>16,886,374</u>	<u>2,317,131</u>	<u>3,007,764</u>	<u>22,211,269</u>	

**9. Analysis of expenditure by activities**

	Activities undertaken directly 2020 £	Support costs 2020 £	Total funds 2020 £	Total funds 2019 £
Educational operations	15,585,787	6,810,426	22,396,213	19,748,188
<b>Total 2019</b>	<u>13,978,247</u>	<u>5,769,941</u>	<u>19,748,188</u>	

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**9. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

	<b>Educational operations 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Staff costs	13,135,341	13,135,341	11,377,401
Depreciation	1,144,835	1,144,835	1,042,485
Books, apparatus and stationery	514,505	514,505	766,586
Examination fees	195,562	195,562	218,594
Staff development	170,614	170,614	166,550
Educational consultancy	41,188	41,188	42,532
Other direct costs	383,742	383,742	364,099
	<u>15,585,787</u>	<u>15,585,787</u>	<u>13,978,247</u>

**Analysis of support costs**

	<b>Educational operations 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Pension interest	207,000	207,000	213,000
Staff costs	4,082,295	4,082,295	3,116,454
Depreciation	278,473	278,473	253,578
Recruitment and support	86,277	86,277	92,753
Maintenance of premises and equipment	345,910	345,910	269,511
Cleaning	91,198	91,198	58,604
Rent and rates	89,006	89,006	118,367
Heat and light	345,566	345,566	315,956
Insurance	92,992	92,992	87,226
Security	58,768	58,768	58,703
Transport	46,084	46,084	67,018
Catering	337,688	337,688	406,375
Technology costs	280,246	280,246	225,004
Bank interest and charges	341	341	565
Other support costs	344,079	344,079	421,372
Legal and professional fees	124,277	124,277	62,631
Governance costs	226	226	2,824
	<u>6,810,426</u>	<u>6,810,426</u>	<u>5,769,941</u>



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**10. Net income/(expenditure)**

Net income/(expenditure) for the year includes:

	2020 £	2019 £
Operating lease rentals	33,562	35,742
Depreciation of tangible fixed assets	1,512,090	1,373,728
Amortisation of intangible assets	34,984	35,035
Fees paid to auditor for:		
- audit	13,500	17,099
- other services	4,500	-
	1,584,546	1,806,599

**11. Staff**

**a. Staff costs**

Staff costs during the year were as follows:

	Group 2020 £	Group 2019 £	Academy 2020 £	Academy 2019 £
Wages and salaries	13,503,825	11,620,707	13,307,026	11,344,385
Social security costs	1,354,718	1,188,839	1,311,320	1,140,573
Pension costs	3,834,667	2,838,885	3,760,815	2,772,573
	18,693,210	15,648,431	18,379,161	15,257,531
Agency staff costs	480,312	579,902	480,312	579,902
Staff restructuring costs	12,340	350,018	12,340	350,018
	19,185,862	16,578,351	18,871,813	16,187,451

Staff restructuring costs comprise:

	Group 2020 £	Group 2019 £	Academy 2020 £	Academy 2019 £
Redundancy payments	12,340	135,328	12,340	135,528
Severance payments	-	214,690	-	214,690
	12,340	350,018	12,340	350,218

**b. Non-statutory/non-contractual staff severance payments**

Included in staff restructuring costs are non-statutory / non-contractual severance payments totalling £NIL (2019: £214,690).

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**11. Staff (continued)**

**c. Staff numbers**

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

	<b>Group 2020 No.</b>	<b>Group 2019 No.</b>	<b>Academy 2020 No.</b>	<b>Academy 2019 No.</b>
Teachers	218	191	217	190
Administration and support	305	297	293	287
Management	6	6	5	5
	<u>529</u>	<u>494</u>	<u>515</u>	<u>482</u>

**d. Higher paid staff**

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

	<b>Group 2020 No.</b>	<b>Group 2019 No.</b>
In the band £60,001 - £70,000	6	4
In the band £70,001 - £80,000	-	3
In the band £80,001 - £90,000	4	2
In the band £90,001 - £100,000	1	2
In the band £110,001 - £120,000	1	1
In the band £190,001 - £200,000	1	1

**e. Key management personnel**

The key management personnel of the Academy comprise the Trustees and the executive management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy was £758,942 (2019: £757,915).

The employee benefits for the senior leadership team at each individual school are as follows:

	<b>2020 £</b>	<b>2019 £</b>
Central Team	68,644	Nil
Shireland Collegiate Academy	583,289	597,873
Thorns Collegiate Academy	662,079	801,665
Holyhead Primary Academy	271,545	122,437
Tameside Primary Academy	444,283	355,012
West Bromwich Collegiate Academy	60,365	Nil
Shireland Technology Primary	68,105	Nil

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**12. Central services**

The Group has provided the following central services to its academies during the year:

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

The Group charges for these services on the following basis:

5% flat rate of each academies GAG funding.

The actual amounts charged during the year were as follows:

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Shireland Collegiate Academy	404,082	377,466
Thorns Collegiate Academy	217,008	220,292
Holyhead Primary Academy	47,932	48,713
Tameside Primary Academy	115,183	113,758
West Bromwich Collegiate Academy	52,488	-
Shireland Technology Primary	24,253	-
<b>Total</b>	<b>860,946</b>	<b>760,229</b>

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**13. Trustees' remuneration and expenses**

One or more Trustees has been paid remuneration or has received other benefits from an employment with the Academy. The principal and other staff Trustees only receive remuneration in respect of services they provide undertaking the roles of principal and staff members under their contracts of employment. The value of Trustees' remuneration and other benefits was as follows:

		<b>2020</b>	<b>2019</b>
		<b>£</b>	<b>£</b>
Sir M Grundy	Remuneration	195,000 - 200,000	190,000 - 195,000
	Pension contributions paid	Nil	20,000 - 25,000

During the year ended 31 August 2020, expenses totalling £72 were reimbursed for travel and subsistence to 1 Trustee (2019 - £134 to 1 Trustee).

**14. Trustees' and Officers' insurance**

In accordance with normal commercial practice, the Group has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business. The insurance provides cover up to £5,000,000 on any one claim and the cost for the year ended 31 August 2020 was £550 (2019 - £621). The cost of this insurance is included in the total insurance cost.

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**15. Intangible assets**

**Group and Academy**

	<b>Computer software £</b>
<b>Cost</b>	
At 1 September 2019	219,193
Additions	3,301
	222,494
At 31 August 2020	222,494
<b>Amortisation</b>	
At 1 September 2019	166,738
Charge for the year	34,984
	201,722
At 31 August 2020	201,722
<b>Net book value</b>	
At 31 August 2020	20,772
At 31 August 2019	52,455

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**16. Tangible fixed assets**

**Group and Academy**

	<b>Long-term leasehold property £</b>	<b>Furniture and equipment £</b>	<b>Computer equipment £</b>	<b>Motor vehicles £</b>	<b>Total £</b>
<b>Cost or valuation</b>					
At 1 September 2019	46,683,487	1,190,572	4,340,020	29,005	52,243,084
Additions	14,893,765	276,334	653,290	-	15,823,389
At 31 August 2020	<u>61,577,252</u>	<u>1,466,906</u>	<u>4,993,310</u>	<u>29,005</u>	<u>68,066,473</u>
<b>Depreciation</b>					
At 1 September 2019	2,640,290	605,069	3,784,941	29,005	7,059,305
Charge for the year	968,293	171,908	371,889	-	1,512,090
At 31 August 2020	<u>3,608,583</u>	<u>776,977</u>	<u>4,156,830</u>	<u>29,005</u>	<u>8,571,395</u>
<b>Net book value</b>					
At 31 August 2020	<u>57,968,669</u>	<u>689,929</u>	<u>836,480</u>	<u>-</u>	<u>59,495,078</u>
At 31 August 2019	<u>44,043,197</u>	<u>585,503</u>	<u>555,079</u>	<u>-</u>	<u>45,183,779</u>

Included within the net book value of Land and Buildings is Land not depreciated of £2,150,893 (2019: £810,893).

The Trust's transactions relating to land and buildings included:

- The acquisition of the leasehold at the Shireland Technology Primary School which was donated to the Trust by Sandwell Metropolitan Borough Council at a value of £7,190,000.
- The acquisition of the leasehold at the West Bromwich Collegiate Academy which was donated to the Trust by Sandwell Metropolitan Borough Council at a value of £7,525,000.

The building and associated assets comprising Shireland Technology Primary School were transferred to the trust from Sandwell Metropolitan Borough Council. As this school has been constructed on existing trust land, there is no separate title to the building registered at Land Registry. As the final intention is clearly for the trust to occupy the building under a long leasehold the substance of the transaction has been to account for the building as being held in this manner from September 2019 onwards.

The building and associated assets comprising West Bromwich Collegiate Academy were transferred to the trust from Sandwell Metropolitan Borough Council. As this school is newly built there is a snagging period with valuable warranties in the favour of Sandwell Metropolitan Borough Council. The building is therefore occupied by the trust under license and a 125 year license will be entered into after the end of the snagging period. As the final intention is clearly for the trust to occupy the building under a long leasehold the substance of the transaction has been to account for the building as being held in this manner from September 2019 onwards.



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**17. Investments**

Shireland Collegiate Academy Trust is the sole member of Shireland Learning Limited ("SLL"), a company limited by guarantee. SLL is a company incorporated in England and Wales (Company registration 06052021). The principal activity of SLL is providing an online learning environment.

**17. Investments (continued)**

A summary of the results and that balance sheet position of SLL for the year ended 31 August 2020 is shown below:

	<b>Year Ended 31 August 2020 £</b>	<b>Year Ended 31 August 2019 £</b>
<b>Profit and Loss Account</b>		
Turnover	960,675	794,212
Administrative expenses	(846,428)	(676,781)
	114,247	117,431
<b>Operating profit</b>		
<b>Balance Sheet</b>		
Current Assets	334,032	353,552
Current Liabilities	(334,032)	(353,552)
	-	-
<b>Represented by</b>		
Profit and Loss Account b/f	-	-
Profit for the Year	114,247	117,431
Gift Aid Payment	(114,247)	(117,431)
	-	-
<b>Members' Funds</b>		

The audit reports for the year ended 31 August 2020 and the year ended 31 August 2019 were both unmodified.

**18. Stocks**

	<b>Group 2020 £</b>	<b>Group 2019 £</b>	<b>Academy 2020 £</b>	<b>Academy 2019 £</b>
Stock	29,085	22,473	29,085	22,473
	29,085	22,473	29,085	22,473

The above stock relates to ICT equipment, ICT consumables, Fuel Oil, Stationery & Resources, Catering, Electrical and Cleaning.

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**19. Debtors**

	Group 2020 £	Group 2019 £	Academy 2020 £	Academy 2019 £
<b>Due within one year</b>				
Trade debtors	263,500	248,911	8,875	142,722
Amounts owed by group undertakings	-	-	-	120,057
VAT recoverable	108,491	193,023	155,116	193,023
Prepayments and accrued income	1,716,539	832,629	1,702,460	788,676
Other debtors	12,313	-	12,313	-
	<u>2,100,843</u>	<u>1,274,563</u>	<u>1,878,764</u>	<u>1,244,478</u>

**20. Creditors: Amounts falling due within one year**

	Group 2020 £	Group 2019 £	Academy 2020 £	Academy 2019 £
Trade creditors	142,589	205,372	141,510	205,372
Amounts owed to group undertakings	-	-	48,786	-
Taxation and social security	388,618	300,333	388,618	300,333
Pension	305,505	227,070	305,505	227,070
Other creditors	169,359	267,753	169,359	259,665
Accruals and deferred income	1,124,886	775,700	838,558	550,293
	<u>2,130,957</u>	<u>1,776,228</u>	<u>1,892,336</u>	<u>1,542,733</u>

	Group 2020 £	Group 2019 £	Academy 2020 £	Academy 2019 £
Deferred income at 1 September 2019	429,619	568,607	206,577	568,607
Resources deferred during the year	680,077	429,619	401,865	206,577
Amounts released from previous periods	(429,619)	(568,607)	(206,577)	(568,607)
	<u>680,077</u>	<u>429,619</u>	<u>401,865</u>	<u>206,577</u>

Deferred income at 31 August 2020 relates to Teaching school funding, trips and trading income for Human Resources, finance, safeguarding, technicians, e-learning and Mathsflip, devolved formula capital, Sandwell mentor funding, free school grant and nursery parents relating to the next financial year.

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**21. Statement of funds**

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2020 £
<b>Unrestricted funds</b>						
General Funds	1,404,643	1,631,244	(1,175,272)	(298,286)	-	1,562,329
<b>Restricted general funds</b>						
General Annual Grant (GAG)	298,616	17,457,787	(17,563,348)	33,398	-	226,453
Other ESFA/DfE grants	115,921	2,638,877	(2,289,051)	8,413	-	474,160
Local Authority grants	34,875	989,587	(959,149)	-	-	65,313
Other restricted projects	36,107	288,507	(232,625)	(39,991)	-	51,998
Pension reserve	(11,144,000)	-	(1,159,000)	-	(2,036,000)	(14,339,000)
	<u>(10,658,481)</u>	<u>21,374,758</u>	<u>(22,203,173)</u>	<u>1,820</u>	<u>(2,036,000)</u>	<u>(13,521,076)</u>

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**21. Statement of funds (continued)**

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2020 £
<b>Restricted fixed asset funds</b>						
Transfer of assets on conversion (including Free Schools)	42,688,485	15,031,585	(1,292,161)	-	-	56,427,909
DfE Group Capital Grants	381,241	1,241,895	(31,844)	-	-	1,591,292
Capital expenditure from GAG	482,021	-	(132,867)	249,234	-	598,388
Capital expenditure from unrestricted funds	565,604	-	(21,433)	15,654	-	559,825
Other Capital Grants	1,330,244	41,122	(63,751)	21,587	-	1,329,202
Other donations	45,716	13,500	(5,018)	9,991	-	64,189
	<u>45,493,311</u>	<u>16,328,102</u>	<u>(1,547,074)</u>	<u>296,466</u>	<u>-</u>	<u>60,570,805</u>
<b>Total Restricted funds</b>	<u>34,834,830</u>	<u>37,702,860</u>	<u>(23,750,247)</u>	<u>298,286</u>	<u>(2,036,000)</u>	<u>47,049,729</u>
<b>Total funds</b>	<u>36,239,473</u>	<u>39,334,104</u>	<u>(24,925,519)</u>	<u>-</u>	<u>(2,036,000)</u>	<u>48,612,058</u>

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

The General Annual Grant funding must be used for the normal running costs of the Academy Trust in line with the Trust's charitable objects and the terms and conditions of the Trust's funding agreement.

The pupil premium funding must be used to support children from families on low income or children in care.

The Teaching School funds must be used for the operation of the Teaching School activities operated through the Academy Trust.

Other grants and income, which include other ESFA / DfE grants (including Universal Infant Free School Meal grants, Teacher Pay grants and Teachers' Pension grants), Local Authority funding, and other restricted income, are all used in accordance with the specific restrictions of the individual grants and funding provided.

The Pension reserve represents the Local Government Pension Scheme deficit.

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**21. Statement of funds (continued)**

Restricted fixed asset funds represent the investment in fixed assets, net of accumulated depreciation, and includes the value of fixed assets transferred to the Academy Trust on conversion of the Schools within the Academy Trust and the value of fixed assets transferred from academies joining the Trust in the current or previous years, together with any capital expenditure funded from restricted or unrestricted funds. Unspent capital grants and capital income are also held in this fund and their use is restricted to the capital projects for which the grant awarded.

Transfers represent the funding of fixed assets by revenue funds, representing the excess of additions over capital grants.

**Total funds analysis by academy**

Fund balances at 31 August 2020 were allocated as follows:

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Shireland Collegiate Academy	623,924	636,564
Thorns Collegiate Academy	123,571	57,217
Holyhead Primary Academy	245,026	308,468
Tameside Primary Academy	384,210	(2,683)
West Bromwich Collegiate Academy	158,531	-
Shireland Technology Primary	30,704	-
Central services	814,287	890,596
	<hr/>	<hr/>
Total before fixed asset funds and pension reserve	2,380,253	1,890,162
Restricted fixed asset fund	60,570,805	45,493,311
Pension reserve	(14,339,000)	(11,144,000)
	<hr/>	<hr/>
<b>Total</b>	<b>48,612,058</b>	<b>36,239,473</b>
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**21. Statement of funds (continued)**

**Total cost analysis by academy**

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

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2020 £	Total 2019 £
Shireland Collegiate Academy	6,456,277	1,500,182	666,574	947,507	9,570,540	9,028,389
Thorns Collegiate Academy	3,293,562	1,041,312	361,581	525,908	5,222,363	5,474,504
Holyhead Primary Academy	655,423	294,535	117,381	157,726	1,225,065	1,207,512
Tameside Primary Academy	1,847,335	440,902	150,243	311,455	2,749,935	3,058,135
West Bromwich Collegiate Academy	824,219	259,997	13,196	182,727	1,280,139	-
Shireland Technology Primary	381,444	116,202	48,755	76,298	622,699	-
Central services	239,903	366,088	229,763	41,032	876,786	2,122,028
<b>Academy</b>	<u>13,698,163</u>	<u>4,019,218</u>	<u>1,587,493</u>	<u>2,242,653</u>	<u>21,547,527</u>	<u>20,890,568</u>



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**21. Statement of funds (continued)**

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

	Balance at 1 September 2018 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2019 £
<b>Unrestricted funds</b>						
General Funds	1,020,895	1,792,508	(1,154,773)	(253,987)	-	1,404,643
<b>Restricted general funds</b>						
General Annual Grant (GAG)	170,982	15,204,560	(15,330,913)	253,987	-	298,616
Other ESFA/DfE grants	252,064	2,217,969	(2,402,712)	48,600	-	115,921
Local Authority grants	10,803	908,567	(884,495)	-	-	34,875
Other restricted projects	138,619	209,700	(263,612)	(48,600)	-	36,107
Pension reserve	(5,733,000)	(2,513,000)	(766,000)	-	(2,132,000)	(11,144,000)
	<u>(5,160,532)</u>	<u>16,027,796</u>	<u>(19,647,732)</u>	<u>253,987</u>	<u>(2,132,000)</u>	<u>(10,658,481)</u>

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**21. Statement of funds (continued)**

	Balance at 1 September 2018 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2019 £
<b>Restricted fixed asset funds</b>						
Transfer of assets on conversion (including Free Schools)	38,674,636	5,127,216	(1,113,367)	-	-	42,688,485
DfE Group Capital Grants	191,872	208,570	(19,201)	-	-	381,241
Capital expenditure from GAG	688,435	-	(206,414)	-	-	482,021
Capital expenditure from unrestricted funds	587,029	-	(21,425)	-	-	565,604
Other Capital Grants	1,134,078	244,523	(48,357)	-	-	1,330,244
Other donations	45,716	-	-	-	-	45,716
	<u>41,321,766</u>	<u>5,580,309</u>	<u>(1,408,764)</u>	<u>-</u>	<u>-</u>	<u>45,493,311</u>
<b>Total Restricted funds</b>	<u>36,161,234</u>	<u>21,608,105</u>	<u>(21,056,496)</u>	<u>253,987</u>	<u>(2,132,000)</u>	<u>34,834,830</u>
<b>Total funds</b>	<u><u>37,182,129</u></u>	<u><u>23,400,613</u></u>	<u><u>(22,211,269)</u></u>	<u><u>-</u></u>	<u><u>(2,132,000)</u></u>	<u><u>36,239,473</u></u>

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**22. Analysis of net assets between funds**

**Analysis of net assets between funds - current period**

	<b>Unrestricted funds 2020 £</b>	<b>Restricted funds 2020 £</b>	<b>Restricted fixed asset funds 2020 £</b>	<b>Total funds 2020 £</b>
Tangible fixed assets	-	-	59,495,078	59,495,078
Intangible fixed assets	-	-	20,772	20,772
Current assets	2,033,285	2,477,925	1,054,955	5,566,165
Creditors due within one year	(470,956)	(1,660,001)	-	(2,130,957)
Provisions for liabilities and charges	-	(14,339,000)	-	(14,339,000)
<b>Total</b>	<b>1,562,329</b>	<b>(13,521,076)</b>	<b>60,570,805</b>	<b>48,612,058</b>

**Analysis of net assets between funds - prior period**

	<b>Unrestricted funds 2019 £</b>	<b>Restricted funds 2019 £</b>	<b>Restricted fixed asset funds 2019 £</b>	<b>Total funds 2019 £</b>
Tangible fixed assets	-	-	45,183,779	45,183,779
Intangible fixed assets	-	-	52,455	52,455
Current assets	2,018,446	1,647,944	257,077	3,923,467
Creditors due within one year	(613,803)	(1,162,425)	-	(1,776,228)
Provisions for liabilities and charges	-	(11,144,000)	-	(11,144,000)
<b>Total</b>	<b>1,404,643</b>	<b>(10,658,481)</b>	<b>45,493,311</b>	<b>36,239,473</b>

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**23. Reconciliation of net income to net cash flow from operating activities**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Net income for the period (as per Statement of financial activities)	14,408,585	1,189,344
	<hr/>	<hr/>
<b>Adjustments for:</b>		
Amortisation	34,984	35,035
Depreciation	1,512,090	1,373,728
Capital grants from DfE and other capital income	(1,296,517)	(453,094)
Interest receivable	(12,484)	(14,013)
Defined benefit pension scheme obligation inherited	-	2,513,000
Defined benefit pension scheme cost less contributions payable	959,000	553,000
Defined benefit pension scheme finance cost	200,000	213,000
(Increase)/decrease in stocks	(6,612)	12,674
Increase in debtors	(826,280)	(83,113)
Increase/(decrease) in creditors	354,729	(293,336)
Transfer of assets on local authority conversion	-	(5,127,216)
Donated fixed assets - Free Schools	(15,031,585)	-
	<hr/>	<hr/>
<b>Net cash provided by/(used in) operating activities</b>	<b>295,910</b>	<b>(80,991)</b>
	<hr/> <hr/>	<hr/> <hr/>

**24. Cash flows from investing activities**

	<b>Group</b>	<b>Group</b>
	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Dividends, interest and rents from investments	12,484	14,013
Purchase of tangible fixed assets (net of donated assets)	(795,105)	(470,351)
Capital grants from DfE Group	1,296,517	453,094
	<hr/>	<hr/>
<b>Net cash provided by/(used in) investing activities</b>	<b>513,896</b>	<b>(3,244)</b>
	<hr/> <hr/>	<hr/> <hr/>

**25. Analysis of cash and cash equivalents**

	<b>Group</b>	<b>Group</b>
	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Cash in hand	2,120,293	1,212,663
Notice deposits	1,315,944	1,413,768
	<hr/>	<hr/>
<b>Total cash and cash equivalents</b>	<b>3,436,237</b>	<b>2,626,431</b>
	<hr/> <hr/>	<hr/> <hr/>

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**26. Analysis of changes in net debt**

	At 1 September 2019 £	Cash flows £	At 31 August 2020 £
Cash at bank and in hand	2,626,431	809,806	3,436,237
	2,626,431	809,806	3,436,237

**27. Capital commitments**

	Group 2020 £	Group 2019 £	Academy 2020 £	Academy 2019 £
<b>Contracted for but not provided in these financial statements</b>				
Acquisition of tangible fixed assets	1,114,492	27,403	1,114,492	27,403
	1,114,492	27,403	1,114,492	27,403

**28. Pension commitments**

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

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

Contributions amounting to £305,505 were payable to the schemes at 31 August 2020 (2019 - £227,070) and are included within creditors.

**Teachers' Pension Scheme**

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

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

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**28. Pension commitments (continued)**

**Valuation of the Teachers' Pension Scheme**

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

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

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

The employer's pension costs paid to TPS in the year amounted to £1,934,773 (2019 - £1,211,885).

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

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

**Local Government Pension Scheme**

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2020 was £853,000 (2019 - £1,057,000), of which employer's contributions totalled £636,000 (2019 - £861,000) and employees' contributions totalled £ 217,000 (2019 - £196,000). The agreed contribution rates for future years are 10.7 per cent for employers and 5.5 - 12.5 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 closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

**Principal actuarial assumptions**

	<b>2020</b>	<b>2019</b>
	%	%
Rate of increase in salaries	3.25	3.70
Rate of increase for pensions in payment/inflation	2.25	2.20
Discount rate for scheme liabilities	1.65	1.85
Inflation assumption (CPI)	2.25	2.20



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**28. Pension commitments (continued)**

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

	<b>2020</b>	<b>2019</b>
	<b>Years</b>	<b>Years</b>
<i>Retiring today</i>		
Males	21.9	20.9
Females	24.1	23.2
<i>Retiring in 20 years</i>		
Males	23.8	22.6
Females	26	25.1

**Sensitivity analysis**

	<b>2020</b>	<b>2019</b>
	<b>£000</b>	<b>£000</b>
Discount rate +0.1%	708	577
Discount rate -0.1%	(728)	(592)
Mortality assumption - 1 year increase	(1,035)	(1,660)
Mortality assumption - 1 year decrease	996	1,313
Salary increase rate +0.1%	(89)	(93)
Salary increase rate -0.1%	88	97

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

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Equities	6,816,000	6,812,000
Gilts	1,317,000	1,072,000
Corporate bonds	471,000	429,000
Property	915,000	925,000
Cash and other liquid assets	805,000	409,000
Other	1,811,000	1,682,000
<b>Total market value of assets</b>	<b>12,135,000</b>	<b>11,329,000</b>

The actual return on scheme assets was £125,000 (2019 - £657,000).

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**28. Pension commitments (continued)**

The amounts recognised in the Consolidated Statement of Financial Activities are as follows:

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Current service cost	(1,588,000)	(1,125,000)
Past service cost	-	(289,000)
Interest income	209,000	265,000
Interest cost	(416,000)	(478,000)
<b>Total amount recognised in the Consolidated Statement of Financial Activities</b>	<u>(1,795,000)</u>	<u>(1,627,000)</u>

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

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
<b>At 1 September</b>	22,473,000	15,333,000
Conversion of academy trusts	-	2,656,000
Current service cost	1,588,000	1,125,000
Interest cost	416,000	478,000
Employee contributions	217,000	196,000
Actuarial losses	1,952,000	2,524,000
Benefits paid	(172,000)	(128,000)
Past service costs	-	289,000
<b>At 31 August</b>	<u>26,474,000</u>	<u>22,473,000</u>

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

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
<b>At 1 September</b>	11,329,000	9,600,000
Conversion of academy trusts	-	143,000
Interest income	209,000	265,000
Actuarial (losses)/gains	(84,000)	392,000
Employer contributions	636,000	861,000
Employee contributions	217,000	196,000
Benefits paid	(172,000)	(128,000)
<b>At 31 August</b>	<u>12,135,000</u>	<u>11,329,000</u>

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**29. Operating lease commitments**

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

	<b>Group 2020 £</b>	<b>Group 2019 £</b>	<b>Academy 2020 £</b>	<b>Academy 2019 £</b>
Not later than 1 year	57,916	32,754	57,916	32,754
Later than 1 year and not later than 5 years	114,740	22,628	114,740	22,628
	<u>172,656</u>	<u>55,382</u>	<u>172,656</u>	<u>55,382</u>

**30. Members' liability**

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member.

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**31. Related party transactions**

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

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

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

E Savell-Boss, sister of A Savell-Boss, a member and trustee, was employed by the academy trust as Director of Safeguarding. E Savell-Boss's appointment was made in open competition and A Savell-Boss was not involved in the decision-making process regarding appointment. E Savell-Boss was paid within the normal pay scale for her role and receives no special treatment as a result of her relationship to a trustee. The employment of E Savell-Boss came to an end during the year, see below for continuing arrangements for safeguarding with E Savell-Boss.

During the year, the trust made payments to Ella Savell-Boss for safeguarding services totaling £17,000. The owner of this business is the sister of A Savell-Boss, a trustee, as at the 31 August 2020 £10,872 was outstanding.

Shireland Collegiate Academy Trust is the sole member of Shireland Learning Limited (SLL), a company incorporated in England (registration no. 06052021). As reported in the audited accounts for the year ended 31 August 2020, SLL made a profit of £114,248 (year ended 31 August 2019: £117,431). The total profit has been gifted back to the Trust for use across the academies in line with SLL Articles of Association. Year-end intercompany balances are disclosed in notes 19 and 20.

The Trust has received no benefit in the year from Coscole (a company in which the academy trust owns 14.7% of the share capital) in terms of income or services.

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

No further related party transactions took place during the year.

**32. Agency arrangements**

The Academy Trust distributes 16-19 bursary funds to students as an agent for ESFA. In the accounting period, ending 31 August 2020 the trust received £29,532 (2019: £29,431) and disbursed £27,787 (2019: £25,302) from the fund. The amount remaining unspent at the 31 August 2020 is £22,345 (2019: £20,600), which is being carried forward.

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**33. Teaching school trading account**

	2020 £	2020 £	2019 £	2019 £
<b>Income</b>				
<b>Direct income</b>				
Income	38,500		47,500	
<b>Total income</b>		38,500		47,500
<b>Expenditure</b>				
<b>Direct expenditure</b>				
Direct staff costs	38,048		46,939	
Other Expenditure	452		561	
<b>Total direct expenditure</b>	<u>38,500</u>		<u>47,500</u>	
<b>Total expenditure</b>		38,500		47,500
<b>Surplus from all sources</b>		-		-
<b>Teaching school balances at 1 September 2019</b>		-		-
<b>Teaching school balances at 31 August 2020</b>		<u>-</u>		<u>-</u>

