



# Ormiston Academies Trust

(a company limited by guarantee)

Annual report and financial statements  
for the year ended 31 August 2021

Company Registration No. 06982127 (England and Wales)



# Contents

Reference and administrative details .....	1
Trustees' report .....	3
Governance statement .....	29
Statement on regularity, propriety and compliance .....	35
Statement of Trustees' responsibilities .....	37
Independent auditor's report on the financial statements .....	39
Statement of financial activities including income and expenditure account .....	43
Balance sheet .....	44
Statement of cash flows .....	46
Notes to the financial statements including accounting policies .....	47
Independent reporting accountant's assurance report on regularity .....	79

# Reference and administrative details

# Reference and administrative details

**Members**

The Ormiston Trust  
Peter Murray  
Paul Hann (resigned 9 October 2020)  
Diane Murray (appointed 9 October 2020)

**Trustees**

Paul Hann (Chair of Trustees)  
Peter Murray (Founding Chairman)  
Ian Brookman  
Frances Hall  
Nick Hudson (Accounting Officer)  
Andrew Jones  
Bal Samra  
Karen Bramwell (appointed 10 September 2020)  
Janet Renou  
Kathryn Rutherford (resigned 10 September 2020)

**Executive team**

Chief Executive Officer  
National Director of Education  
National Director of Finance  
National Director of Estates and Technology  
National Director of HR and Operations  
National Director of Teaching and Training

Nick Hudson  
Robert Pritchard  
Joanne Dawson  
James Miller  
Carmel Brown  
Tuesday Humby

**Company secretary**

Sunita Yardley-Patel

**Company registration number**

06982127 (England and Wales)

**Principal address and registered office**

1 Victoria Square  
Birmingham B1 1BD

**Independent auditor**

RSM UK Audit LLP  
St Philips Point  
Temple Row  
Birmingham B2 5AF

**Internal auditor**

Mazars LLP  
2 Chamberlain Square  
Birmingham B3 3AX

**Bankers**

Lloyds Bank  
Units 2 & 3 Caxton Gate  
New Street, Birmingham B2 4LP

**Solicitors**

Stone King LLP  
Boundary House  
91 Charterhouse Street  
London EC1M 6HR



Ormiston Academies Trust

Annual report and financial  
statements for year ending  
August 2021

# Trustees' report

# Trustees' report

The Trustees present their annual report together with the financial statements and auditor's report of the charitable company for the year 1 September 2020 to 31 August 2021. The annual report serves the purposes of both a Trustees' report, and a Directors' report and a Strategic report under company law.

Within this year the Trust operated 40 academies (32 secondary, 7 primary and 1 special) across England. These academies had a combined pupil admission number (PAN) of 34,818 and had a roll of 32,786 in the school census in spring 2021 (an increase of 535 (1.7%) on 2019-20).

## Structure, governance and management

### Constitution

The Trust is a company limited by guarantee and an exempt charity. The charitable company's Memorandum and Articles of Association are the primary governing documents of the Trust.

The Trustees are also the Directors of the charitable company for the purposes of company law, as well as fulfilling their obligations as Trustees for the charitable activities of Ormiston Academies Trust. Details of the Trustees who served during the year, and up to the date these accounts are approved, are included in the Reference and Administrative details on page 2.

### Members' liability

Each Member of the charitable company undertakes to contribute to the assets of the charitable company in the event of it being wound up while they are a Member, or within one year after they cease to be a Member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a Member.

### Trustees' indemnities

In accordance with normal commercial practice, the Trust has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on Trust business. The insurance provides cover up to £5,000,000 on any one claim as shown in note 12 to the accounts.

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

Trustees are appointed in accordance with the Articles of Association, they are appointed for 4 years and may be re-appointed. In selecting new Trustees, the Trust seeks to identify people who are willing to commit their time and skills for the advancement of the purpose of the Trust, adding value to the leadership of the Trust and ensuring good governance is secured.

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

Following appointment, all new Trustees receive an introduction to their role from the Chair and the chief executive officer. This introduction includes the opportunity for tours to school sites and to meet members of the academies senior leadership teams. The Trust's head of governance ensures new Trustees receive sufficient support and information to enable them to discharge their role.

## **Organisational structure**

The Trustees are responsible for the general control and management of the Trust. The Trustees give their time freely and receive no remuneration in their role as Trustees or other financial benefits, other than the Trust chief executive officer who also serves as a Trustee. The Trustees meet a minimum of once a term and are responsible for all decisions taken in relation to the activities provided by the Trust. The Trustees have established an Audit and Risk Committee that meets termly to ensure the independent checking of controls, systems, transactions, and risks. The Trust has delegated some decision making to additional Trustee committees and the local governing bodies of its schools. The Trust has a clear scheme of delegation regarding the delegation of these decisions; this also details the decisions that have been delegated to management to ensure the day-to-day operational capacity of the Trust.

The Trust, as a multi-academy trust (MAT), has central and regional teams to support its academies in relation to their education standards, school improvement, and business operations. The Trust chief executive officer is the accounting officer.

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

The pay and remuneration of the OAT executive team, including the CEO and the OAT senior leadership team and principals is set by the People Committee and signed off by the main board of Trustees.

## **Equal opportunities policy**

The Trustees recognise that equal opportunities must be an integral part of good practice within the workplace. The Trust has established equal opportunity in all areas of its activities, including creating a working environment in which the contribution and needs of all people are fully valued. Development works to academy buildings to improve staff and student accessibility are carried out where identified such as lifts, ramps, toilets and door access to enable wheelchair access to all main areas of the academy buildings where possible. The policy of the Trust is to support the employment of disabled persons both in recruitment and by retention of employees who become disabled whilst in its employment as well as generally through training and career development. A new equality, diversity and inclusion policy is currently being developed and will be launched in 2021-22.

## **Engagement with employees**

The Trust conducted its first OAT wide staff engagement survey during 2020-21. Some key themes were identified, and work continues around key areas of improvement going forward. The Trust also encourages staff contribution at all levels and close collaboration between the academies, regional directors, primary director, and principals also meet regularly to share knowledge and best practice. Furthermore, the Trust provides internal and external professional development support. Good progress has been made in this area in relation to teaching staff development, training and succession planning. Support staff training and development will be an area of focus in 2021-22. In terms of recruitment, all new staff are inducted, and teachers take part in training before the start and during the school year. We also work in close collaboration with our trade union partners representing our employees through the Joint Consultation Committee which meets on a termly basis.

## Trade Union Facility Time

The Trade Union (Facility Time Publication Requirements) Regulations 2017 require relevant public sector employers to publish specified information related to facility time provided to trade union officials.

The Trust gathers data from the representatives and academies annually in order to calculate and publish the summary data on the Government site.

The cost of the facility time is set by the relevant Local Authority (LA) and can vary from £1,500 to £10,000 according to school size and location. Academies receive an allowance as part of their funding to cover these costs in their delegated budgets. As part of the TURA agreement, we have signed up to supporting the contribution to maintain good working relationships with the Trade Unions and to ensure staff are able to access representation when required.

## Related parties

Our parent organisation is Ormiston Trust. The Trust board includes three members who are appointed by Ormiston Trust. We share this parent organisation with Gateway Learning Community Trust and Birmingham Ormiston Academy Trust.





## Who we are

Ormiston Academies Trust (OAT) is an educational charity and one of the largest not-for-profit multi-academy trusts in England. We are also one of the longest established trusts and have been sponsoring academies since 2009. We are a national trust with our academies serving the needs of children from 15 local authorities.

We are made up of 32 secondary schools, 7 primaries and 1 special school.

Within these we have:

475 pupils at Early Years.

2,021 pupils at Key Stages 1 to 2.

23,280 pupils at Key Stages 3 to 4.

2,010 at Key Stage 5 with 13 of our 32 secondary schools also providing post-16 provision.

We serve a diverse set of communities.

30% of our primary and 40% of our secondary students receive Pupil Premium.

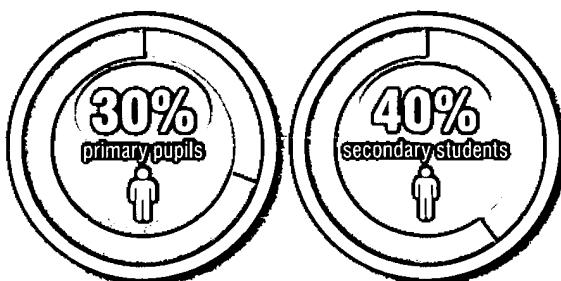
13% of our primary pupils and 10% of our secondary students speak English as an additional language.

69% of our primary pupils and 68% of our secondary students are White British.

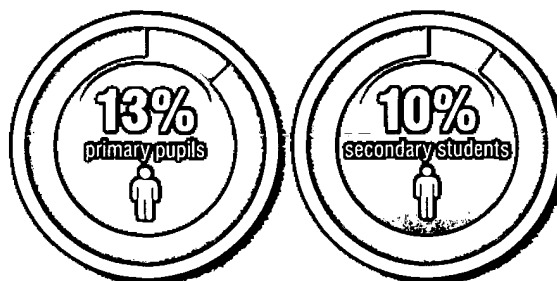
16% of our primary pupils and 18% of our secondary students have special education needs.



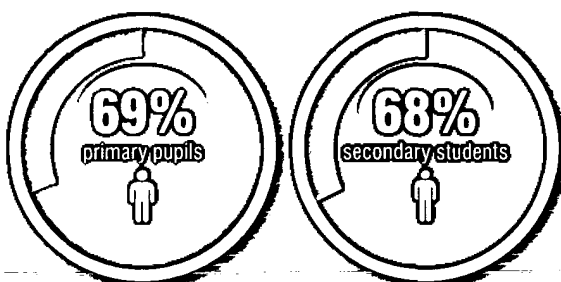
Learners in receipt of Pupil Premium



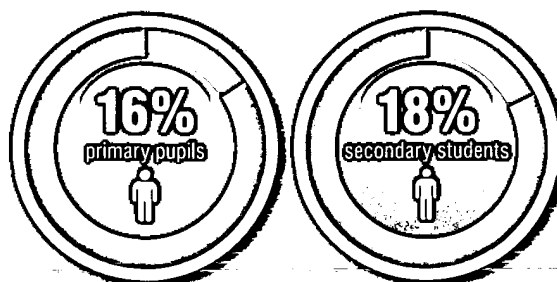
Learners who speak English as an additional language



Learners who are White British



Learners who have special educational needs



## Mission, purposes, values and aims

At Ormiston Academies Trust, we are passionate about making a difference by achieving more together - whether it be working collaboratively within OAT or in partnership with others. We aim to inspire, educate, support, and develop all our children and young people so that they are empowered with the knowledge, skills, confidence, and resilience to go onto live happy and fulfilling lives, ones in which they contribute positively to the communities in which they live or more widely.

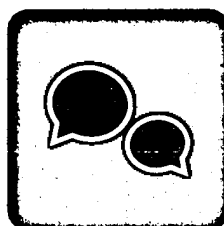
One of our biggest strengths is our shared sense of purpose and values. These play a key factor in attracting and retaining great people into OAT. Our values are particularly important to us, and we live these through our everyday work, to make the biggest difference inside and outside the classroom.



Anyone can excel



Enjoy the challenge



Share what is best



Be inclusive

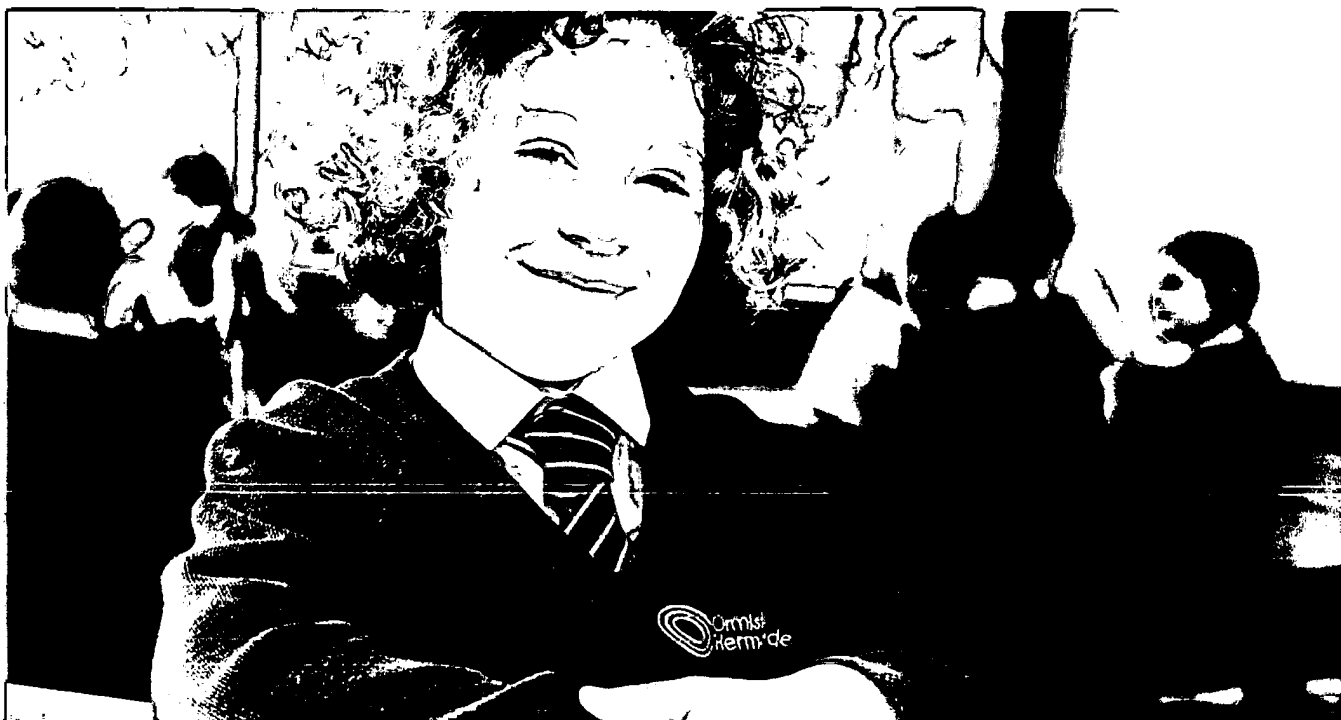
The Trust is transforming the performance of its schools through both targeted academy level investment and central initiatives aimed at improving all. In recent years, there has been an increased focus on the quality of teaching and curriculum. Our schools are steadily improving over time. While it is difficult to see this in terms of final outcomes, due to the pandemic, we are seeing this in terms of on-the-ground monitoring, Ofsted reviews and admissions.

We wish to accelerate the pace of improvement across the Trust, and this is covered under *Plans for future periods* on page 25.

## Public benefit

Public benefit is at the heart of our purpose as an organisation.

In setting the objectives, and planning the activities, the Trustees have considered the Charity Commission's general guidance on public benefit and its supplementary public benefit guidance on advancing education.



# Strategic report

## Chief executive's statement

As with all organisations, the backdrop to 2020-21 was the pandemic, and all of the many challenges that came with that. As a Trust we are very proud of our response, at all levels and across all teams. This demonstrated the strength and benefits of what we do best and how "living our values" assists us in making the biggest difference to the lives of the children and young people for whom we serve.

There were numerous examples of teams and individuals rising to the challenge, helping each other by sharing ideas and outputs whilst being inclusive in our approach with a focus on those that need us most.

Examples included:

- Teaching staff and curriculum lead practitioners "sharing what is best" on curriculum with the aim of minimising the impact of lost learning time.
- This was supported by central ICT team working tirelessly to distribute both government and sponsor funded laptops to those who needed them most.
- Trust-wide implementation of assessment across all Year 7 in core subjects.
- At the same time, wellbeing and health and safety was a clear priority, with increased investment in cleaning to ensure that our academies remained safe.
- Finance and other staff ensured that their school communities were supported by the provision of food hampers or vouchers.
- Principals and their teams working to set up and then run covid testing.
- Establishing a robust framework for awarding teacher assessed grades for GCSEs and post-16 qualifications.

I am proud of how staff approached each challenge with a relentless focus on making a difference to the children, families, and the communities that they serve. I am especially proud with how our focus on inclusivity, social action, personal development, and enrichment shone through at this time. This was made possible due to the innovation and adaptability of our staff who quickly introduced activities such as the virtual sports cup and ensured that we continued to recognise and celebrate achievement through the OAT virtual awards.

Whilst the pandemic was the backdrop it did not define our year, as we made significant progress across many areas:

- **Inclusion** is at the heart of OAT, and we demonstrated this with many of the decisions that we made. In particular, the decision to bring four London alternative provision academies into the Trust, which was completed on 1 September 2021. The alignment of our mission and values to working with schools serving young people who deserve every opportunity to succeed motivated the Trust's decision. We believe we have much to learn from our new colleagues and that they will also benefit from being part of the OAT family.
- **Safeguarding** is our number one priority and this, together with SEND, have remained key areas of focus during 2020-21. Through the use of our tools to undertake remote reviews we have maintained a line of sight on how we are keeping children safe and supporting the most vulnerable, during the lockdowns.
- **Teaching and learning** – we significantly increased the level of investment at both an academy and Trust level with lead practitioners working on front-line teaching support work and trust-wide curriculum development.
- **Data and assessment** – on-going improvement in the quality of our data and reporting.
- **Technology** – we have delivered both localised improvement and made progress on key infrastructure projects with the latter acting as the foundations for future development of our IT strategy.
- **People** – we have great people working for us and we are keen to invest in their personal development and wellbeing. We launched the first Trust-wide staff survey and many of the actions that we have taken are in response to the survey results. We have increased our investment in teacher training at all levels as we want OAT to be a destination of choice for future teachers and aspiring leaders. We have also started to work on the same for support staff. To assist with this, we are reviewing our approach to communication across the Trust so that all staff feel supported and empowered to achieve their ambitions.

- Our **financial planning and monitoring** have become stronger. Through the collective endeavour of our education and finance teams we have embedded more robust integrated planning.

It was pleasing to see the impact of these efforts recognised within feedback from Ofsted during the last year. This appropriately reflected the tremendous levels of effort, tenacity and resilience shown by our students, staff, and communities during a particularly challenging year. It has been inspiring and provides us with a sense of optimism for the future.

Financially, 2020-21 proved to be a year of uncertainty. In the first half of the year, the pandemic led to lost lettings income; higher agency staff and cleaning costs. However, like many MATs, late refunds on examination fees together with timing differences on covid recovery income and expenditure led to a situation where year-end surpluses were significantly higher than planned.

Surpluses were further enhanced by our decision to delay non-critical estates and ICT work pending completion of life-cycle planning work. A level of prudence was adopted as we approached year end with growing concerns around higher energy costs. As we face a year where we will need to absorb significantly increased energy costs, higher employers NI and take proactive action against cyber-attacks, our approach has been justified.

As a Trust we wish to maintain a relatively low level of reserves, within the 3-5% range, and we fully expect reserves to decrease towards 3% during the 2021-22 academic year as we manage these risks and invest further in our key priorities including school improvement, SEND, mental health, estates, and technology.

As a Trust, children come first where academic attainment, personal development and wellbeing are our top priorities, this will always be reflected in our decision making. However, we will only deliver on these priorities if we run every aspect of the organisation optimally. The last year has provided an opportunity for self-evaluation. We recognise that we must make faster progress to improve the effectiveness and efficiency of our operations and continue to invest in our people. This will enable us to achieve even more together and deliver our mission.



# Case study

## Cowes Enterprise College - maritime curriculum



**Cowes Enterprise College has been highly successful in bringing maritime learning to the curriculum. It was introduced at the academy to give students a chance to develop skills and access education and employment while remaining on the island.**

Meanwhile, the sector is suffering from a skills shortage so the academy is helping to ensure homegrown talent can address that shortage. The scheme is called 'Maritime Futures', which is an Edge-funded initiative.

At the academy maritime learning is integrated into mainstream subjects like maths, science and design technology throughout Years 7, 8 and 9. The academy works closely with employers who help shape the curriculum by providing specialist knowledge and lessons. Students have also had the chance to put what they've learnt into action, from building boats that were then exhibited in a local regatta, to presenting coastal defence evaluations to local geographers.

In July, the principal and vice principal, alongside representatives from the Maritime Skills Alliance and Harley Raceboats, presented at the Education and Employers Conference 2021. They spoke about working with employers to integrate real world maritime knowledge, skills and experiences into a mainstream secondary school, giving audience members insight into how they could do something similar across other schools.

As part of Maritime Futures, students also took part in a five-day voyage from the Isle of Wight to Southampton. Within groups, students oversaw sailing the boat, putting the sails up and down, keeping lookout and helping with navigation. They were also able to learn about any sailing areas that they have a specific interest in, such as engine maintenance and how to navigate through varying weather conditions.

In addition to their sailing responsibilities, they also assisted with other day-to-day duties such as cooking in order to ensure they are offered the full experience of what is required to successfully run a voyage.



# Ofsted reflections on OAT support

Great feedback was provided to academies from their Ofsted visits, but examples were also provided by Ofsted that reflected on the support that the Trust has offered these academies during the year.

Ormiston Bolingbroke Academy: monitoring visit, 24–25 February 2021



*You and other leaders are benefiting from a range of support from the Trust to help review practices and train staff. This has had a positive impact on many aspects of the school work, including improvements to safeguarding, the curriculum and to the support that pupils and students with SEND receive.*

Edward Worlledge Ormiston Academy: monitoring visit, 5–6 May 2021



*Trust leaders responded quickly to the areas to improve outlined in the previous inspection. They appointed an interim principal and undertook a series of reviews to inform improvement and action plans. Leaders are benefiting from wide-ranging support. Senior leaders are supported by the primary director and director of education for the trust. Curriculum leaders are benefiting from subject networks and leadership training. The SEND lead/practitioner for the trust is supporting the work of the SENCo.*

Wodensborough Ormiston Academy (good): section 5 visit, 24 June and 7–8 July 2021



*The multi-academy trust (MAT) has provided effective support for the school in curriculum development and in financial management. The local governing body (LGB) understands in outline how a good quality of education can contribute to revitalising a community. Governors have worked well with trust officers to hold leaders to account.*

Stoke High School - Ormiston Academy: monitoring visit, 29 June 2021



*Ormiston Academies Trust is helping you to improve provision. They, with governors, hold you to account through half termly 'strategic progress board' meetings. They provide expert guidance in developing the curriculum. They have helped you start to improve provision for pupils with SEND. Trust officers worked with you on enhancing safeguarding systems following the most recent section 8 inspection. The trust provides effective support in areas where you need it most.*

Ormiston Maritime Academy: monitoring visit, 30 June 2021



*Leaders and the trust have provided effective support to the school. They have provided relevant professional development for teachers and sustained leadership guidance for subject leaders over time. The trust has provided support and challenge for leaders in the school. They have monitored plans and given specific support to leaders, so they are able to fulfil their roles. This has helped leaders to plan and implement changes that are improving the quality of education pupils receive.*

# Case study

## Wodensborough Ormiston Academy



Wodensborough Ormiston Academy received its first **good** rating from Ofsted, following the publication of a glowing report which recognises the academy's "inspirational leadership" and "exceptional" response to the pandemic.

The report signals the culmination of nearly five years of hard work since the academy's original requires improvement assessment in October 2016. Amongst some of the key areas highlighted in the latest report were:

- ▣ The senior team's "inspirational leadership," and the teamwork which extends throughout the academy, including the observation that "all the staff want to do the best for every one of the pupils." Moreover, the report notes that "senior leaders support and energise the whole school community".
- ▣ The academy's "exceptional" response to the pandemic, including the establishment of effective remote learning, and its work to ensure that students had the facilities they needed to learn. The report notes that the academy "planned pupils' return to school imaginatively, recognising especially the need to support their mental health".
- ▣ The "radically improved" structure of the curriculum, including "major improvements in the teaching of modern and ancient languages [which has] meant that more pupils want to study a language at Key Stage 4".
- ▣ The breadth of subjects which students with special education needs and/or disabilities (SEND) can and do study at the academy.
- ▣ The "strong subject knowledge" of teachers in the main academy and sixth form, as well as their ability to "explain ideas well", use specialist vocabulary and expect students to do the same.
- ▣ That the academy has placed "pupils' personal development... at the heart of the academy," and "provides pupils with the social, and cultural knowledge that enrich their lives as citizens".
- ▣ Ormiston Academies Trust's important role in providing effective support for the academy in curriculum development and in financial management.
- ▣ Pivotaly, the report noted that students themselves have recognised the improvements in the academy and say that they feel safe.

Inspectors concluded that the academy had taken "great strides forward" in recent years, and that it was deserving of its elevated **good** rating.



## Delivering on our priorities for change

### Response to Covid-19

As a Trust we have continued to support our learners during the Covid-19 outbreak. Within our academies we are aware that all children have been hindered and have missed out on:

- Social interaction
- Relationships with teachers and peers
- Taught subject knowledge
- Structure and routine

*We have a relentless focus on learning, early intervention and will not allow the pandemic to lower expectations. As a Trust we don't want our pupils to be defined as the 'covid' cohort.*

It is important to emphasise that schools have been affected differently, and they all have a bespoke recovery plan, but at a Trust level we can put our approach under three headings.

**Attendance and behaviour:** Trustees have agreed to ring-fence a proportion of reserves carried forward to facilitate academy plans (above and beyond normal expenditure).

**Curriculum and assessment:** Investment in standardised assessment to identify gaps on individual, school, and national level will be extended to Year 8 and Year 9. Lead practitioners will continue to support on the development of the curriculum offer and associated learning materials.

**Inclusion and safety:** Increased focus on inclusion, SEND, mental health, behaviour and safeguarding with increased investment in resources across all of these areas.

## Curriculum, teaching and specialist practitioners

*Curriculum is the "totality of the child's experience with us".*

Within OAT, we wish to nurture a love and appreciation of education that will have a positive and far-reaching impact across our communities now and over time.

We know that this will not be borne from successful results on their own. This is why our definition of curriculum is the "totality of the child's experience with us". It is far more than a formal timetable and emphasises the importance of the informal learning and children's personal, social, and cultural development.

## Developing best practice through collaborative working

Within OAT, we do not prescribe a set curriculum. We have a culture where strong teachers are empowered to use their expertise in whatever way they feel benefits pupils most.

However, through a proactive, collaborative, and supportive approach to sharing of knowledge, learning and best practice, we have agreed a minimum standard, set high expectations and are creating greater consistency and alignment in what we do.

We have collectively developed a central curriculum library for our schools who have access to the following:

- A comprehensive series of curriculum design training sessions drawn from research and practice, providing explicit guidance on how to undertake quality curriculum design.
- Exemplar curriculum maps which identify appropriate sequencing, knowledge organisers and schemes of learning, including lessons plans with teaching notes.
- Bridging curriculums to aid transition from Key Stage 2 to 3.
- Full KS3 English curriculum.
- Full KS3 Maths curriculum.
- Full KS3 RE curriculum.



## Developing pedagogy and subject knowledge

For our staff, effective professional development is a core part of securing effective outcomes for our children. The myriad of professional decisions that are made every day need to be informed by the best evidence, knowledge, experience, skill, and professional wisdom. Ensuring high quality training and development, including subject knowledge enhancement, is and will always remain a priority for us.

### Lead practitioners

Lead practitioners were first introduced to OAT in 2019 as part of a school improvement strategy.

Lead practitioners spend 80% of their time working in academies, performing hands-on work, co-planning and teaching lessons, running CPD, coaching and mentoring members of staff and offering advice and guidance to the heads of department and SLT line managers. All assignments are pre-agreed between the head of department, principal and regional director.

They spend the other 20% of their time working on national assignments that complement their front-line work. These briefs consist of activities designed to advance subject practice at a national level, eg. curriculum development, and ensure all schools can benefit from the investment of lead practitioners.

We currently employ 26 lead practitioners across the following areas:

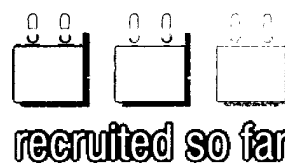
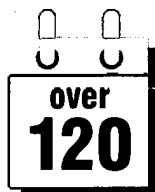
- subject specialisms: English, mathematics, science, religious education, PE, history, MFL, PSHE/RSHE.
- teacher development: mentor development, early career framework regional leads, leadership coach.
- personal development: careers, PSHE, eco-trust, inclusivity, Duke of Edinburgh, student voice.

We also have national subject leads in drama, dance, sociology and technology. In 2020–21 they engaged over 390 subject leaders in Trust CPD and networks.

Over 400 staff   
engaged in Trust-led CPD

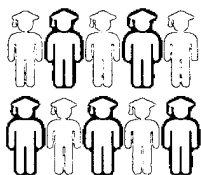


Aspiring Leaders  
is in its fourth year...

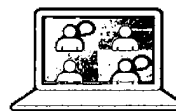


All NPQs now delivered  
in-house...

over  
100  
recruited



61



subject specialist  
CPD forums

During 2020-21, we focused on ensuring an equitable level of training and mentoring across all of the early career teachers (ECTs) within the Trust.

We aligned the Trust to one provider for the early career framework, the Education Development Trust, for whom we are now a delivery partner. We have also aligned the Trust to one appropriate body for induction, which is the Julian Teaching School Hub in Norwich.

We have a central team for teacher development and each region benefits from their own lead practitioner for early career development. This central team delivers all the training for schools following the full induction package, so we know the quality and delivery is of a high standard.

Our subject lead practitioners also deliver sessions on the early career framework where they have identified the session would be better delivered through the lens of the specific subject.

*Great education starts in the classroom, and we will continue to invest in giving our early career teachers the best possible start to a fulfilling teaching career.*

For mentors, we have devised and are delivering a suite of mentor training for both those new to mentoring and those more experienced. We currently have 150 mentors enrolled on one of the Trust programmes.

#### The OAKS



The Ormiston Academies Trust SCITT – The OAKS – continues to undergo significant development and transformation. An Ofsted outstanding SCITT provider, The OAKS already enjoyed strong and longstanding relationships with over 40 secondary schools within a 50-mile radius of its base at Keele University. However, The OAKS served only four Ormiston academies at the end of 2018-19.

Since then, the Trust has developed and grown the SCITT.

- Trainee numbers have doubled in the past two years.
- The Birmingham hub, based at Ormiston NEW Academy, is providing training to the nine OAT academies based in the West Midlands.
- The OAKS Norfolk successfully recruited 18 to its first cohort who started in September 2021.
- The OAKS Suffolk is currently recruiting.

#### Developing Leaders

To run great classrooms, we need great teachers. To make this consistent across all classrooms, we need great leaders. We recognise that whilst our staff have always had access to external training packages, such as the NPQs, we need to do more as a Trust to grow, develop and nurture our talent internally.

Our new leadership programme has been designed to operate at many levels from school based CPD (Early Career Leaders), and regional CPD opportunities (Aspiring Leaders) to national and Trust wide leadership courses (Into SLT, Into VP and Into Headship). It is our ambition to ensure that our CPD package captures the needs of all career stages and continually adapts to ever changing requirements.

#### Early Career

We have developed an 'Early Career Leaders' programme which schools are able to run in-house or in hubs, which develop our core leadership competencies.

### Aspiring Leaders

Over 130 of our staff have benefited from the Aspiring Leaders programme which gives staff their first taste of leadership. Supported by our lead practitioner for leadership development, individuals are coached on their own in-school projects. We are now on cohort 4, with the rate of previous cohorts being promoted into leadership at 80%+ within six months of completing the course.

### Into SLT/Into VP

For those aspiring or recent senior leaders, 'Into SLT' has been developed as a Level 5 accredited qualification. Our first cohort of 25 has seen leaders from all regions come together to begin this course which utilises the talent of many of our executive leaders as coaches.

Another 25 participants successfully completed 'Into VP' which, unlike NPQSL or NPQH, focuses on the demands of running a school in a principal's absence. We have just recruited our second cohorts.

### Into Headship

Into Headship is now in its third year. We have secured three OAT headships out of the second cohort and four from the first cohort.

### NPQs

Ormiston has now aligned its NPQ delivery and is a delivery partner for Education Development Trust, offering our staff the full suite of new NPQs.

We have two cohorts for each NPQ and deliver these for north/west and south/east. The facilitators are from our own pool of talented staff across the Trust as we believe that the training and skills developed during facilitation improve overall leadership competencies.

## Data systems

In 2020-21 the data systems were developed to produce Power BI dashboards with information including:

- contextual information.
- demographics.
- academic outcomes.
- behaviour and attendance.
- mobility.
- regulator outcomes.

This is accessible to leaders at all levels and provides information in real time.

In the absence of Key Stage 2 tests in 2021, and no teacher assessment information, OAT has invested in GL Assessment to assess baseline ability and measure 'gaps and progress' over 2020-21. Diagnostic interventions have been put in place to mitigate the impact of lock-down on pupils. This will be extended to Year 8 and Year 9 in 2021-22.

## Learning time and knowledge for opportunity

Our communities, social action and enrichment sit at the heart of our curriculum.

We are incredibly proud of our students and the communities that we serve.

Our curriculum is being developed to support students to learn about both the history and the future potential of the places that they come from.

We believe it is important for students to understand how to turn education into an opportunity and we have increased our investment in careers education within our schools.

As a Trust, and as part of our aim to make the biggest difference both inside and outside the classroom, we also continue to invest heavily in embedding enrichment and social action within our curriculum entitlement.

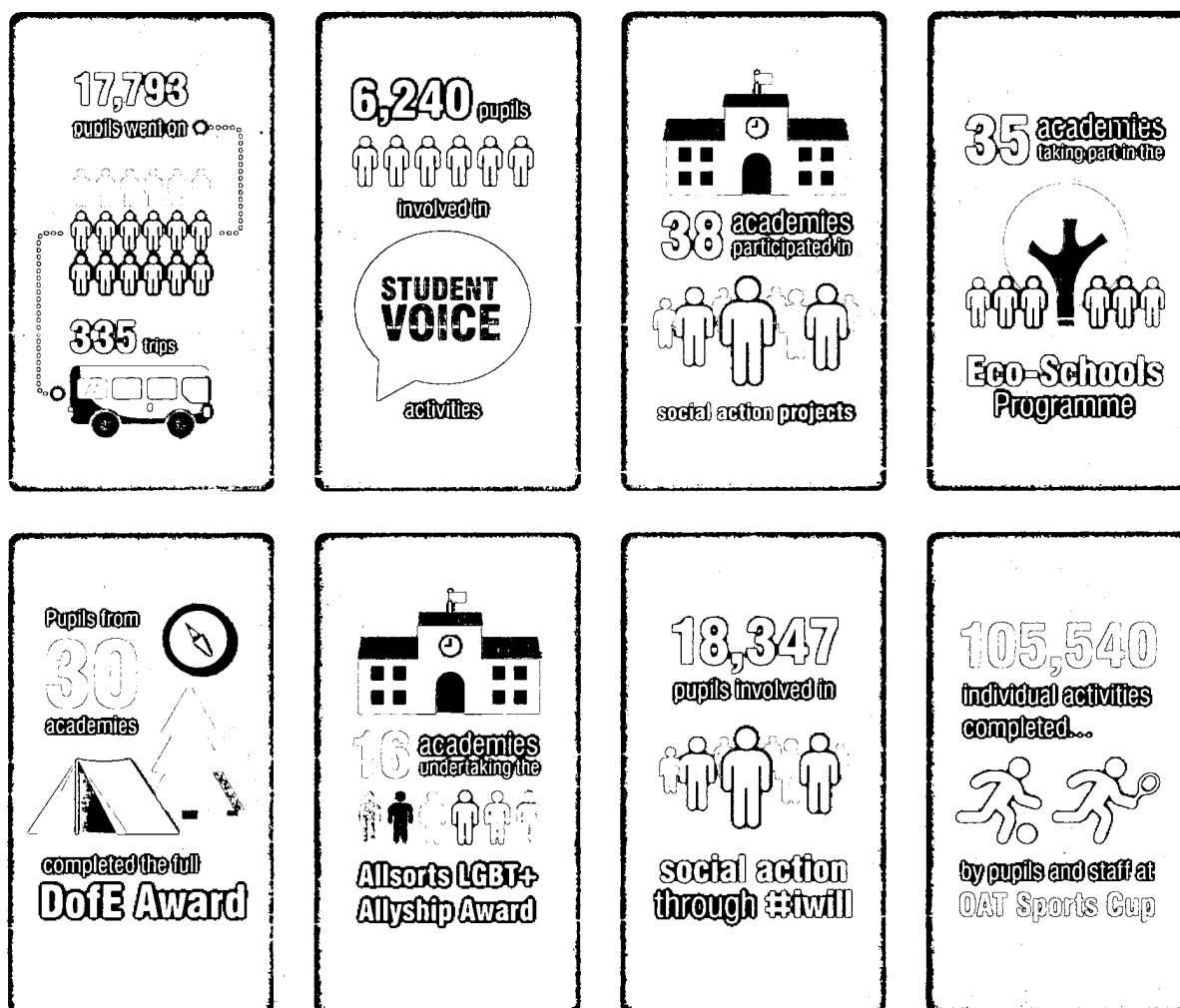
Our ambitions around enrichment and social action have been aided significantly by funding through the #iwill project and will take on even more significance over the next phase of our strategic plan.

As a Trust we have bold ambitions:

- ❑ Every Year 9 child will have access to undertaking the Duke of Edinburgh's Award.
- ❑ We aim to be the largest trust in the country to achieve green flag status for all schools and we will use what we have learnt to help others in the sector achieve their own aims on eco-sustainability and environmental education.
- ❑ We will have developed a student voice app which means we can get feedback on any matter almost instantaneously and more formally through elected regional as well as national student councils
- ❑ All our schools will have achieved their Career Mark.

Our intention is for our pupils to leave our academies not just with great qualifications, but knowing what active citizenship means and with the desire and the skills to continue to add value to the communities they live in.

During the 2020-21 academic year the following was achieved:



# Case study

## Career Mark



**Over 2021, more of our academies have gained prestigious “Quality in Careers Standards” awards for their commitment to providing students with valuable career engagement opportunities. Across the Trust, 33 of OAT’s secondary academies and six primary academies achieved the Career Mark.**

The Career Mark assesses the career and work-related learning experience that schools offer to their pupils, in line with the Gatsby benchmarks of Good Career Guidance. It is awarded to schools that can demonstrate good progress against each benchmark and are delivering a successful, high-standard careers programme.

Assessors highlighted the achievements of these academies in the reports. At Cowes Enterprise College, the assessor recognised the academy’s determined efforts in connecting students with their local community and its economy. This includes educating students about different maritime and marine careers as well as helping them to develop skills such as sailing, swimming, lifesaving and CPR techniques. The academy was recognised for its commitment to ensuring students are offered every opportunity to pursue their own interests, such as the creation of an Eco-School Council.

Meanwhile Ormiston SWB Academy’s careers advisor provides detailed resources to aid staff in delivering career talks within lessons, so that it can be integrated across the whole academy curriculum and delivered on a regular basis, tailored to each subject area. The academy also ensures that at least 50% of its pupils acquire work experience, having the opportunity to conduct experience days with local employers to ensure everyone has a chance to experience different job roles and opportunities.

Stoke High School has invested in its careers provision through a number of ways over the last few years, including securing funding to open a learner-led community café at the academy, to support vulnerable learners with employability skills. Pupils decorated the venue, planned and costed the menu and cooked and served food to local residents. Learners also develop further employability skills through Duke of Edinburgh Award scheme, National Citizenship Service, school council and fundraising for Children in Need and Comic Relief. They also get to meet with employers through careers fairs, Wednesday Working Lunch, mock interviews and CV-writing workshops.

Ormiston Venture Academy has built strong partnerships with local businesses, further education and apprenticeship providers, and the percentage of students continuing their education or training post-Venture has risen and remained above the national average over the last few years.

As a Trust one of our ambitions is that every academy will achieve the Career Mark, and it’s been great to see such progress in this goal over the past year.

## Focus on education

Our core purposes depend on having a strong organisation to *support* how we deliver our educational aims. As a trust, we have grown organically, and our ways of working have not always kept pace with our evolution. If we are to continue developing as a Trust we will need the people, technology, estate and information that are among the best in education.

A focus on education will be enabled by the delivery of operational excellence and robust financial management.

Positive steps have been taken towards operational excellence across a wide range of areas at both an academy and a Trust level.

### Governance, compliance, risk and assurance

The new Decision Framework which was developed in the prior year has been further embedded during the year in order to provide clarity around decision making across all tiers of governance. Further enhancements have been made to the risk framework and a number of academies and LGBs have taken part in risk seminars.

### Finance: policies, processes and reporting.

Building on the work performed in 2019-20, a new Financial Delegation of Authority has been developed and this has acted as the framework and prompt for further policy development. This has happened in parallel with a review of financial processes and a move from 40 finance systems to one. Standardised curriculum-led financial planning and wider budgeting processes have been further enhanced.

### Procurement

The work of the Trust's procurement function, even when considering the effects of Covid-19, has delivered projects such as: catering services, lettings (projecting c£800k of additional revenue per annum across 15 participating academies), broadband and telephony (delivering c£185k of savings per annum) and buying of ICT goods and services.

### Estates

Repair and renewal projects and block improvement projects were carried out at various academy sites during the year. The Trust also now has put in place a formal estates team that supports academies with a wide range of estates matters.

Estates work during the year has also focused on embedding improved health and safety policies, procedures and an accident tracking system with a focus on Covid safe site working. The Trust has improved its building condition data and life cycling strategy and work continues to implement an energy reduction measures across all of the academies.

### ICT and GDPR

The Trust has strengthened governance, policies, processes and general support to our academies. Data protection and cyber security training was provided to all OAT staff.

The Trust has now put in place a formal ICT team that is supporting academies with a large programme of change including moving academies to a single ICT network, improving broadband and telephony and improving cyber defences.

### HR

HR focused on a number of activities intended to improve HR and People processes. This looked at all aspects including policies, processes, systems eg. implementation of a new Trust-wide Applicant Tracking System. Most importantly, we launched the first OAT-wide staff survey. The output of this survey supported the initiatives that we are taking around increased investment in staff training and internal communications. It also highlighted the need to accelerate our integrated strategic top-down and bottom-up planning work to ensure that we have the right resource structure to manage workload. Some of the benefits of this work (eg. intranet development) will not be seen immediately but we are confident that we are taking the right steps.

### Communications

Internal communications were further developed during the year with ongoing improvement to the intranet and other communication tools.

External communications have also received focus with ongoing improvement of academy websites.

# Case study

## #iwill and Student Voice

#iwill

National  
Student Voice

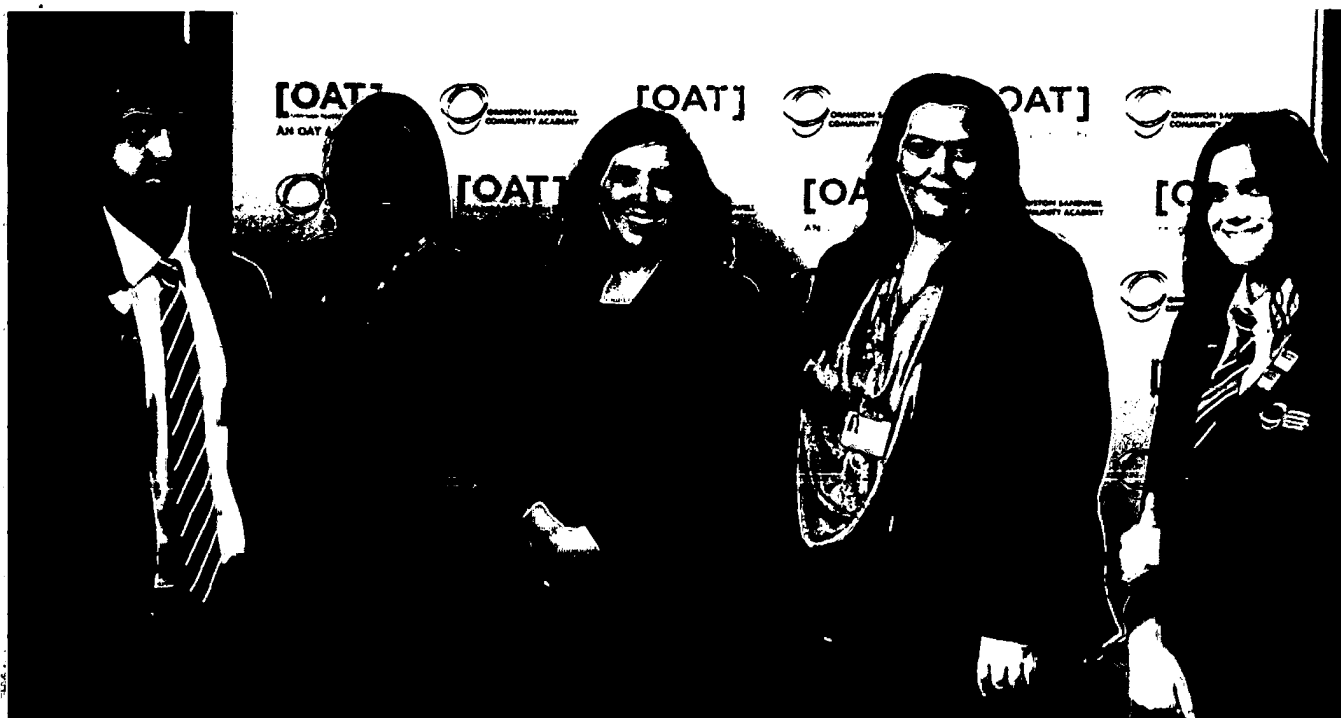
We're extremely proud of the progression of #iwill, which is a campaign to make social action a part of life for 10 to 20-year-olds. A total of 38 OAT academies participated in #iwill, each developing their own academy project plans and ideas through pupil steering groups, led and supported by academy #iwill leads.

Our target was to have 10,000 pupils taking part; final figures were confirmed with 18,347 pupils participating in some form of social action activity through #iwill.

Another target was to increase the participation of social action by disadvantaged pupils compared to their peers, with an overall target of 33% of students participating to be classed as disadvantaged. Again, final participation figures have now been confirmed and 6,593 disadvantaged students took part, exceeding the target at 35.9%.

Although the impact of Covid-19 was felt across all areas of #iwill, the drive and enthusiasm of the team did not waver, and the resilience and determination of academy colleagues quickly became apparent. Whilst some projects only required simple adjustments to ensure they could continue (albeit with social distance restrictions in place), other projects required totally new project ideas to be developed with key activities and revised budgets realigned to support the new plans. The team worked extremely hard to ensure that their social action projects went ahead, despite the ongoing uncertainty in the way our academies were functioning.

One stand-out achievement of the #iwill initiative over the past year was the development of the OAT National Student Voice Council, which saw students elected to represent their academies on a regional and national basis, coming together to decide how to take action on the issues that matter most to them. As part of this, pupils supported Children's Commissioner Dame Rachel de Souza with gathering feedback for 'The Big Ask' survey, gaining praise from the commissioner herself. A total of 6,240 students were involved in student voice activities.



## Financial performance

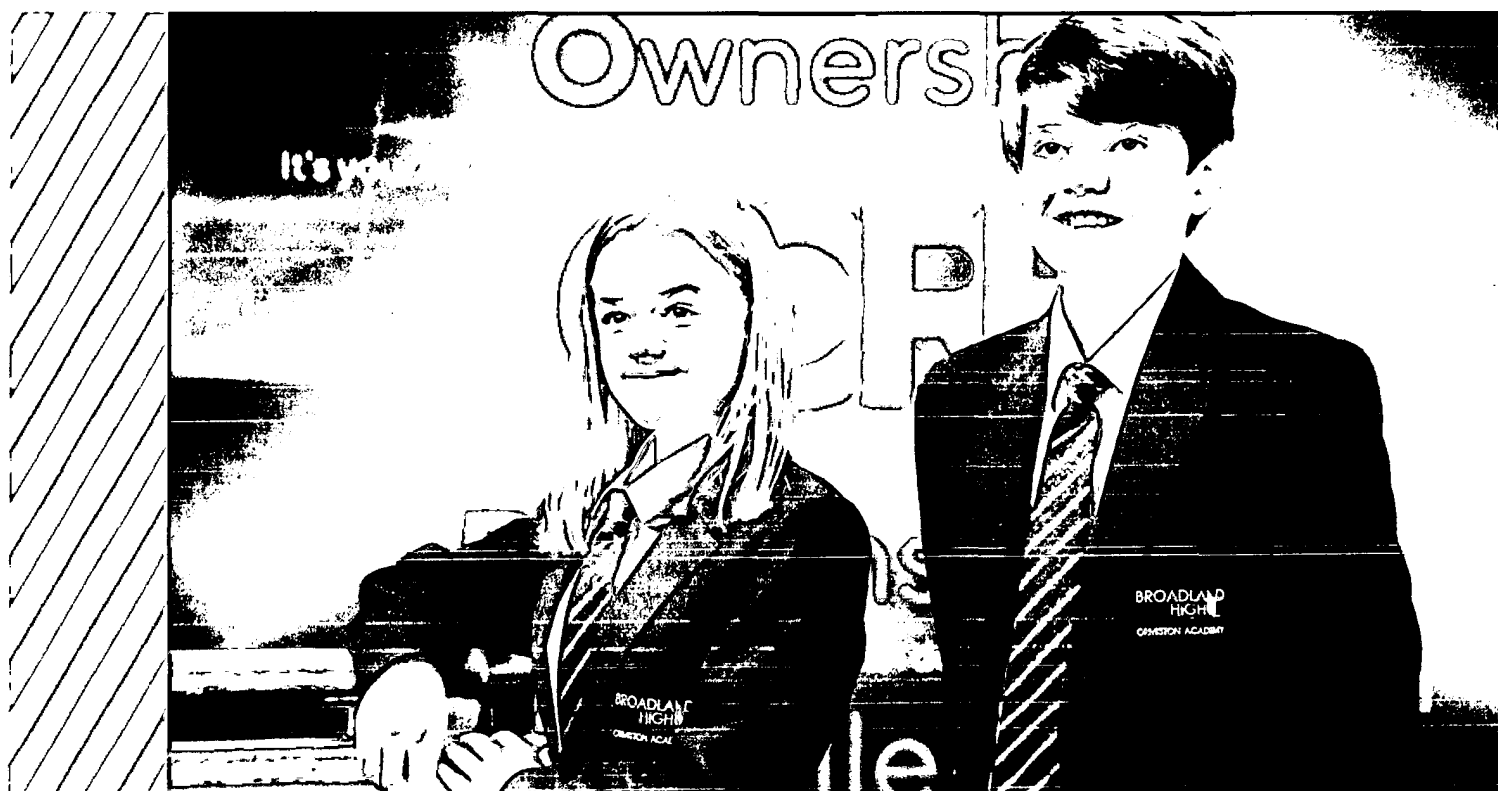
During the year ended 31 August 2021 OAT has received income and endowments of £230.5m (2020: £257.7m) comprising:

- £219.2m (2020: £195.1m) from the Trust's educational operations which can be further analysed as follows:
  - GAG funding of £178.9m (2020: £160.5m).
  - other DfE group grants of £21.9m (2020: £21.7m).
  - other government grants including local authority grants of £8.2m (2020: £6.6m).
  - teaching school income of £2.5m (2020: £2.1m).
  - other income of £2.8m (2020: £4.0m) this includes trips and visits and income generated from catering.
  - Covid-19 additional funding £4.9m (2020: £0.2m)
- Donations and Capital Grants of £9.4m (2020: £22.3m). The donations in the current year relate mainly to laptops, an extension to a catering building and a new classroom. The prior year related predominantly to the Ormiston Endeavour Academy new build of £15.8m which was donated by the ESFA.
- Transfers of schools £Nil (2020: £37.9m).
- Other trading activities of £1.9m (2020: £2.4m).

The combined education funding received from DfE/ESFA of £200.8m (2020: £182.2m) saw a year-on-year increase of 10.2% (2020: 12.8%). Total pupil numbers from the census have increased by 1.7% (2020: 7.5%). The increase in the funding during 2021 represents full years following the transfer into OAT of Sandymoor Ormiston Academy, Ormiston Bolingbroke Academy and Brownhills Ormiston Academy in December 19, February 20, and April 20, respectively. Income was also received from the Covid-19 grants of £5.0m (2020: £0.2m). This income related to Covid catch-up, mass testing, summer school and free school meal vouchers.

Over the year, expenditure totalled £238.9m (2020: £219.8m) resulting in net deficit of £8.4m (2020: net income of £37.9m) (which includes transfers in of £Nil, 2020: £37.9m). The net deficit of £8.4m includes the deficit generated on the restricted fixed asset fund of £5.5m and the current year pension charge of £10.7m, which although are both included in the £8.4m, neither impact the income funds carried forward, which has increased in the current year. Staff costs (excluding agency and restructuring costs), at £176.5m (2020: £161.4m) account for 73.9% of expenditure (2020: 73.4%). FTE, at 3,609 (2020: 3,452) has increased by 5% (2020: 4%). The increases in staff costs have been driven by an increase in staff numbers, nationally agreed pay rises, and by progression within pay scales.

No academy conversions took place during the year.





These activities resulted in a total funds carried forward position of £326m (2020: £356m). This includes an unrestricted fund carried forward of £2.1m (2020: £2.0m) which will be used within the Trust's charitable objectives.

There is increasing pressure to maintain building standards with limited resources. The School Condition Allocation is spent according to building condition and need. Maintenance costs have increased slightly in the year from £16.9m in 2020 to £18.6m in 2021.

On 1 September 2020, the Trust held unspent capital grants of £6.1m. During 2020-21, further capital grants of £6.7m have been received, with £4.1m of this funding being spent during the year on capital projects, repairs, and maintenance to maintain and enhance the school buildings across the Trust. On 31 August 2021, unspent capital grants of £8.7m were held in relation to ongoing projects which are expected to be completed during 2021-22.

During the year ended 31 August 2021, there was an increase in cash of £11.7m (2020: increase of £3.5m). The net movement in cash included a £7.4m inflow in respect of operating cash flows (2020: outflow of £1.0m), and inflows of £4.6m (2020: £4.7m) in respect of investing activities. The inflow in respect of operating cash flow is in part due to the movements in working capital.

During the year £0.5m (2020, £0.9m) was spent on the delivery of the OAT #iwill project. This is a three-year project worth £1.9m funded by the National Communities Lottery Fund and Ormiston Trust. The related income was recognised in 2017-18. This project is focused on increasing social action and improving social and emotional development of pupils. Due to the implications of Covid-19, this project was extended until August 2021.

In summary, the financial position of the Trust has been strengthened during the last year. This is due to the impact of Covid-19 on the timing of expenditure. These savings, resulting in a temporary increase in reserves, will be invested in recovery and school improvement in 2021-22 and future years.

## Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Following the uncertainty presented by Covid-19, management has reassessed the going concern assumption and confirms that it remains appropriate based on the strong cash and net asset position which enables it to meet its liabilities as they fall due.

The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the Trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Trust's ability to continue as a going concern, providing the external funding is received in line with expectations.

## Financial and risk management objectives and policies

The Trust's exposure to financial risks is minimal as the principal financial instruments which it deals with are cash balances, which are held at a main UK corporate bank, and are therefore considered to be low risk. Trade and other debtors are minimal.

The final advance of the support arrangement agreed with the ESFA in 2018 for the cash flow management loans was received during 2019. No additional cash flow loans have been received from the ESFA during the year ended 31 August 2021 (2020: £Nil). Repayments of £0.2m (2020: £0.2m) have been made against a Salix loan and £0.1m (2020: £0.1m) against an ESFA loan which were previously advanced to fund a pilot project in energy efficiency. The final instalment of the ESFA loan was received during 2019-20. Processes are in place to ensure that there is close monitoring and management of cash flows in relation to these balances. Repayments of £0.1m (2020: £Nil) have been made during the year against the ESFA loans.

## Reserves policy

The Trustees have reviewed the financial statements of the Trust. The review encompassed the nature of income and expenditure streams, the need to match them with commitments and the nature of reserves.

Reserves are held as follows:

- to cover working capital requirements.
- as a contingency to meet unforeseen expenditure (forming part of restricted and unrestricted general funds) eg. an unexpected large repair bill.
- to fund planned and specific future capital expenditure (forming part of the restricted fixed asset fund).
- to cover a fall or rise in sources of income eg. non-renewal of a grant.
- planned commitments, or designations, that cannot be met by future income alone, eg. plans for a major asset purchase or a significant project that requires the charity to provide 'matched funding'; and
- the need to fund potential deficits in a cash budget, for example money may need to be spent before funding is raised or received.

The level of reserves is kept under review by the Trustees, and they assess them in relation to these purposes.

Free reserves are represented by the unrestricted funds balance on 31 August 2021.

The restricted fixed asset fund includes £448.6m that can only be realised by the disposal of tangible fixed assets.

Similar to other trusts, the support staff of the Trust and its academies are members of various Local Government Pension Schemes (LGPSs), in which there are significant funding deficits. Details of these obligations and the actuarial assumptions applied in the valuation of the liability are included in the notes to the financial statements. Arrangements vary between the different LGPSs however the deficits on each scheme are being funded through additional contributions. The Trustees are satisfied that the funding of the pension schemes does not represent a going concern risk for the Trust.

As set out below in the key performance indicators, income funds as a percentage of relevant income have increased to 6.1% (2020: 3.6%). Included within total income funds are restricted funds of £0.02m (2020: £0.5m) in respect of the #iwill' project and £0.7m (2020: £0.7m) in respect of endowment funds receivable from Ormiston Trust. The sustainable long term target reserves position of the Trust remains 3-5%.

Income funds, as a percentage of relevant income, have increased to 6.1% in the current year. The increase is primarily due to the impact of the pandemic and its' impact on expenditure in terms of lower exam fees, agency staff and energy costs resulting from lockdowns together with additional covid funding.

Surpluses were further enhanced by our decision to delay non-critical estates and ICT work pending completion of life-cycle planning work. A level of prudence was adopted as we approached year end with growing concerns around higher energy costs. This has proven to be wise given the significantly increased energy, employer NI and cyber security costs.

## Investment policy

The Trust does not hold any long-term investments. Cash surpluses may be placed upon overnight or fixed term deposit with the Trust's bankers.

## Key performance indicators

The Trustees use certain high-level key performance indicators to monitor the overall financial position of the Trust. These key performance indicators for the past three years have been as follows:

	Target KPIs	2021	2020	2019	2018
Staff costs/(funding for educational operations + trading income)	≤80%	80%	81.7%	76.4%	79.1%
Net current assets	£20m	£25.5m	£16.2m	£12.1m	£12.0m
Income funds/funding for educational operations	3-5%	6.1%	3.6%	3.1%	3.8%

Staff costs remain within the target range, and net current assets remain at an appropriate level. In line with our reserves policy, our target funds/funding ratio is 3-5% and this may fluctuate within or above these limits as we balance the need for financial sustainability with investing in school improvement and optimising outcomes for our pupils and students.

## Plans for future periods

We are committed to ensuring the best possible education to our children and young people, all with the aim of equipping them with the skills they need to do as well as they can in life.

Over the next year, we will utilise our reserves as appropriate to invest in school improvement and manage our risks eg. higher energy costs. We fully expect our reserves to reduce over the coming year as we plan to make targeted investment in areas of focus such as attendance, behaviour, SEND, inclusion, literacy, curriculum development, great people and fit for purpose technology and facilities.

Our reserves policy has recently been amended to allow targeted investments in making a difference to those schools and into Trust-wide initiatives that will make the biggest difference. We are starting to realise the benefits of our central investment in teaching and learning and expect to increase investment in this area over the coming years. While these initiatives are decided centrally they are made with a children first mindset and the results will be seen both in and outside the classroom.

At the same time, we will be looking to firmly embed those schools that joined us during the last two years including the four London based schools which joined us at the beginning of September 2021. Inclusion and SEND will receive higher focus over the next few years and we expect to invest significantly in both.

Having taken on four new schools at the beginning of September 2021, we are now in a period of consolidation. However, we may grow in the future, where this aligns with our values and is in accord with our strategic direction. When taking on new schools we will be mindful of the balance of primary, secondary, and special schools within the Trust, being open to including a wide profile of schools, and the role that geography plays in how we work together.

We are also working to enhance monitoring controls across the Trust to support the achievement of our mission to become the Trust that makes the biggest difference, both inside and outside the classroom.

Last but not least, our people really are our greatest asset – our people and our values are what makes OAT a special family to be part of. We wish to attract, recruit and retain the best staff and we will be investing in staff wellbeing, training and development over the coming year.

## Principal risks and uncertainties

The Trustees assess, monitor, and manage risks through the Audit and Risk Committee, the internal control framework, and internal audit with the intention of mitigating or eliminating risks.

Risk Management within the Trust involves the production of risk registers at a project, operational and strategic level. Members of the Executive Committee are expected to manage risks within their discipline and ensure the policy framework is up to date to support this. The internal audit process is designed to test these mitigating strategies. Key risks include:

### Safeguarding

The safety of students and staff is of utmost importance to the Trust, and this is why it continues to be our number one priority. Robust safeguarding and child protection policies and procedures support academies to ensure that students are safe and feel supported, and that everyone working in the Trust knows when and how to raise any concerns that they may have about safeguarding. Implementation and effectiveness of these policies which conform to the latest DfE guidance are monitored regularly. All academies have had a safeguarding audit and as a result our safeguarding team have highlighted a number of priority areas to be addressed in the next 12 months.

### Ethos and values

The Trustees believe that a key strength of OAT is its ethos and values. This shone through in the staff survey, and we have seen continued evidence to support this during 2020–21 with great achievements being made during challenging times. Our aim is to keep this at the centre of our people focused strategy and work around culture and behaviours.

### Governance

The Trust introduced a new decision making and risk management framework during 2019–20. This is being embedded and further enhanced by other governance improvements. During the next 12 months, we will seek to strengthen the quality of governance information and decision making. The strength of our local governing bodies in providing support and challenge in school improvement and other initiatives remains

of critical importance and we wish to continue to recruit, train and retain strong governors who are able to best represent the needs of our communities and provide effective challenge across all elements of school governance.

### People

The Trust's success is dependent on recruiting, developing, and retaining the best people for every position in its academies and central team. The new People Committee was established during 2019-20 to oversee the development and implementation of the "people strategy".

### Finance

The sector continues to face uncertainty in terms of income and costs. Finance sensitivities are managed carefully as part of our integrated planning.

### Cyber

Technology brings with it many benefits, as we have seen with the use of on-line learning and greater collaboration during the last 18 months. However, it also creates threats, and we are very aware of the heightened risk around cyber-attacks and are working to mitigate these.

## Fundraising

As a not-for-profit multi-academy trust, we rely on fundraising support in order to deliver the best and most meaningful outcomes for our pupils, and to truly make the biggest difference.

So that we can provide the highest quality of education, and opportunities, for our pupils, the Trust employs a full-time fundraiser who coordinates and prepares applications to national funding bodies such as Sport England, the National Lottery Community Fund, Arts Council England, the Edge Foundation and grant making trusts. Where a compelling case is made, Ormiston Trust provides match funding for these applications. Five posts in head office were part funded by Ormiston Trust and the National Lottery Community Fund for part of the financial year.

Projects that attracted external funding from organisations this financial year were: a bespoke careers portal for the Trust - supporting academies to fulfil the Gatsby benchmarks; the provision of music therapy and changing beds for swimming for young people at Thomas Wolsey Ormiston Academy; digital music creation at Ormiston Bushfield Academy; after-school provision for Roma young people in Ipswich. We are very grateful for the support of all those organisations who have generously supported our young people.

The Trust has enrolled with JustGiving, the online fundraising platform, enabling members of the community, students and staff to donate to OAT related charitable activities. Campaigns have included: supporting the Cowes Enterprise Maritime Curriculum, providing an onsite defibrillator at Ormiston Forge Academy and giving young people access to acknowledged works of literature at Flegg High Ormiston Academy.



During this financial year, no external professional fundraisers or commercial participators have been engaged. The fundraising function of the Trust is monitored through regular line management, the review of grant applications and the monitoring and evaluation of grants received.

## Performance against targets

There are no DfE performance tables for 2020–21 as a result of the cancellation of exams in response to Covid-19. Key Stage 2, Key Stage 4 and post-16 exams were cancelled.

GCSE, A-level, vocational and technical qualifications were awarded via Teacher Assessed Grades (TAGs). Like many other MATs, the Trust put in place procedures to support the Academies by moderating the TAGs across all centres. These were within the tolerance limits of the methodology published by Ofqual. In line with expectations, there was a modest rise in the outcomes, and we are proud of our students and the well-deserved grades that they achieved.

Very few inspections have taken place, but our Ofsted ratings have steadily improved over the last few years to an overall score of 2.22 from 2.24.

Historically, many of our academies have been undersubscribed. However, this is changing due to both demographic changes and a genuine reflection of changes in local perceptions of the quality of education provided by our academies.

## Streamlined energy and carbon reporting

Energy consumption used to calculate emissions (kWh)		31,927,830	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.
Energy consumption break down (kWh) for electricity, gas and transport fuel				
Scope	Energy source	Emissions Tonnes (CO <sub>2</sub> e)		
1	Gas	3,859.62	Measures planned to improve energy efficiency	Action
	Biomass	20.01		
	Oil	5.84		
	Academy vehicles	52.97		
2	Electricity   Standard	0		
	Electricity   Renewables/nuclear	0		
3	Staff mileage in year on academy business	43.58		
Total emissions		3,982.02		
Intensity ratio		0.12	Intensity measurement	The intensity measure we are using as a Trust assessed the tonnes of CO <sub>2</sub> e emitted per pupil, and in our accounts for 2019–20 the intensity ratio was: 0.11

As part of OAT's commitment to improve its energy efficiency and decrease its carbon footprint the Trust developed a new energy management strategy in 2020. This includes a number of initiatives some of which have been implemented across the Trust. These are namely:

- A centralised gas and electricity online dashboard monitoring system which uses information from smart meters, has been installed across sites to improve our understanding of energy consumption and help identify areas to reduce consumption.
- We have invested in LED lighting across the Trust estate, 30% of lights within our academies are LED, the aim is to reduce energy consumption by over 20% using LED lighting technologies.
- We have installed PV panels on the roof of 16 academies with the aim of reducing energy consumption by over 20%.
- Approximately 30% of the Trust electricity bill is linked to the running of ICT servers and air conditioning that support the core ICT solutions within each academy. The Trust is currently working to move more of its IT infrastructure to the cloud to ensure greater resilience of the systems, reduce carbon consumption and facilitate improved cyber security of data.
- The plan over the next two years is to undertake detailed energy audits of all of the Trust academies to support each academy in reducing their carbon footprint without incurring substantial capital investments.

## Section 172 Statement

In accordance with Section 172 of the Companies Act 2006, the Directors (who form our Board of Trustees) complied with their duty to promote the success of OAT through their approval of the strategic 5-year plan and on-going review of performance against this. All decisions are made in line with OAT's integrated strategic and financial plan, with the long-term interests of the charity and its stakeholders in mind.

Culture, employee welfare and engagement are important to Trustees. As a Trust, we already support flexible working practices, we have improved our communication with staff in recent years and are about to embark on a review of our staff wellbeing programme.

Trustees understand the importance of maintaining productive relationships within stakeholders, underlined by a strong sense of purpose. Members of the Executives proactively collaborate with a variety of stakeholders within the education sector to share knowledge and learnings as appropriate.

High standards of business conduct are always maintained. The Trust holds regular meetings with suppliers and engages with them through different procurement processes to ensure good working relationships are developed and sustained.

Trustees are mindful of OATs impact on the community and environment. Our communities, social action and enrichment sit at the heart of everything we do, and this is reflected in our curriculum. Environment matters form part of this work and one of our goals is to be the largest multi-academy trust in the country to achieve green flag status across all of our schools and we will use our lessons learnt to help others.

As a registered charity, we are committed to making the biggest difference to all of our pupils, inside and outside the classroom. OAT's reputation and business conduct are paramount to its future success and ability to deliver value to its various stakeholders. OAT has an experienced Trustee Board who are responsible for ensuring corporate governance best practice is followed, supported by the Audit and Risk Committee, Finance and Capital Committee, People Committee and School Improvement Committee.

## Funds held as custodian trustee on behalf of others

The Trust does not act as custodian trustee on behalf of any others.


## Auditor

RSM UK Audit LLP indicated their willingness to be reappointed for another term and appropriate arrangements have been put in place for them to be deemed reappointed as auditors in the absence of an Annual General Meeting.

## Statement as to disclosure of information to auditor

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

The Trustees' Report is approved by order of the Board of Trustees and the Strategic Report (included therein) is approved by the Board of Trustees in their capacity as the directors at a meeting on 9 December 2021 and signed on its behalf by:



Paul Hann  
Chair of Trustees



Ormiston Academies Trust

Annual report and financial  
statements for year ending  
August 2021

# Governance statement

# Governance statement

## Scope of responsibility

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

The Board of Trustees has delegated the day-to-day responsibility to the chief executive officer and 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 master funding agreement between Ormiston Academies 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 included here supplements that described in the Trustees' Report and in the Statement of Trustee's Responsibilities.

The Members have formally met once during the year. Attendance during the year at meetings of the Members was as follows:

Members	Meetings attended	Out of possible
Ormiston Trust	1	1
Diana Murray	1	1
Peter Murray (Founding Chairman)	1	1
Paul Hann (Resigned 9 October 2020)	0	0

The Board of Trustees met 7 times during 2020-21. Attendance at these meetings was as follows:

Trustees	Meetings attended	Out of possible
Paul Hann (Chair of Trustees)	7	7
Peter Murray (Founding Chairman)	5	7
Ian Brookman	6	7
Frances Hall	7	7
Nick Hudson (Accounting Officer)	7	7
Andrew Jones	7	7
Bal Samra	7	7
Karen Bramwell (Appointed 10 Sept 2020)	6	7
Janet Renou	5	7
Kathryn Rutherford (Resigned 10 Sept 2020)	0	0



In line with the Trust's scheme of delegation detailed oversight of financial management has been delegated to the Finance and Capital Committee (formerly known as Finance Oversight and Risk Committee), which is a sub-committee of the main Board of Trustees. Its purpose is to assist the decision making of the board, by enabling more detailed consideration to be given to the best means of the Board of Trustees' responsibility to ensure sound management of the Trust's business resources, including proper planning, monitoring and probity. The committee met 4 times during the year. Attendance at meetings in the year was as follows:

Trustees	Meetings attended	Out of possible
Peter Murray (Founding Chairman) (Resigned from this committee 3 November 2020)	1	1
Ian Brookman	3	4
Frances Hall	4	4
Nick Hudson (Accounting Officer)	4	4
Andrew Jones	4	4

Alistair Thom became an advisor and associate member of the Finance and Capital Committee on 10 December 2021 and attended 3 meetings out of a possible 3 meetings.

The Audit and Risk Committee (formerly known as the Audit Committee) is a sub-committee of the main Board of Trustees. Its purpose is to assist the decision making of the Board, by enabling more detailed consideration to be given to the best means of the Board of Trustees' responsibility to ensure regulatory compliance, financial probity and manage risk. The committee met 4 times during the year. Attendance at meetings in the year was as follows:

Trustees	Meetings attended	Out of possible
Peter Murray (Founding Chairman) (Resigned from this committee 3 November 2020)	1	1
Ian Brookman	3	4
Frances Hall	4	4
Andrew Jones	4	4

The School Improvement and Standards Committee is a sub-committee of the main Board of Trustees. Its purpose is to assist the board in meeting its responsibilities for curriculum, standards, and quality in all OAT academies. The committee met 4 times during the year. Attendance at meetings in the year was as follows:

Trustees	Meetings attended	Out of possible
Paul Hann (Chair of Trustees)	4	4
Peter Murray (Founding Chairman)	3	4
Ian Brookman	4	4
Nick Hudson (Accounting Officer)	4	4
Janet Renou	4	4
Karen Bramwell	3	4

The People Committee, which was established towards the end of the prior year, oversees the development and implementation of the people strategy including recruitment, personal development and training, performance management, retention and culture and behaviours. The People Committee also discuss and review the remuneration of the chief executive officer and the more senior members of staff. The committee met 3 times during the year. Attendance at meetings in the year was as follows:

Trustees	Meetings attended	Out of possible
Frances Hall	3	3
Bal Samra	3	3
Jan Renou	3	3
Andrew Jones	2	3

The Decision-Making Framework was implemented in Autumn 2020 as part of a series of planned changes to the governance documents including the recent introduction of a Financial Delegation of Authority document that has brought all of our financial policies together in one place.

At the same time, we have been reviewing communication links between the different tiers of governance and a new trustee/principal touchstone meeting was introduced in 2020-21.

## Chairman's message

2020-21 was an incredibly challenging year for everyone involved in education and the Trustees are proud of how OAT pupils, students, principals and academy staff, central team and governors adapted to the evolving Covid-19 situation. The ethos and values of OAT shone through, and they demonstrated unwavering commitment and great resilience by adapting and collaborating during this time.

One of our core values of "enjoy the challenge" has never been more relevant or important. During 2020-21 and the coming years, we will need to work hard to ensure that our children have an equal chance of going onto lead happy and fulfilling lives. Many of the changes and investments made during 2020-21 will support us in achieving that aim.

Over the last few years, the Trust has made steady progress against its strategic objectives, and we are starting to see the impact of this in many areas – particularly in school improvement and financial management. However, there is still much to do, and we will need to focus on our mission and stay true to our values as we move forward in order to make the biggest difference to those whom we serve.

Sound governance will support us in this task, and we continue to strengthen our governance at all levels.

## Review of value for money

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

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

The Trust has provided the framework for achieving VFM during the year by:

- Agreeing a procurement pipeline linked to strategic priorities including value for money initiatives. Using public sector procurement knowledge and experience to run formal tender competitions and using public sector organisation frameworks as appropriate in order to ensure best value.
- Ensuring the procurement team and, in turn, the Trust, complies with public contract regulations, the Academies Financial Handbook and our own Scheme of Delegation in relation to procurement activities.
- Developing the procurement team offer to include procurement and contract management guidance and advice via an enhanced webpage in addition to scheduled meetings with academy senior management to understand issues and tailor tender strategies to improve quality and improve efficiency from the academy perspective.
- Ongoing support to upskill trust and academy staff and provide informed advice and guidance on procurement processes and contract terms.
- Ensuring that we contract on streamlined and established terms and conditions which sufficiently protect our interests and do not expose the Trust to unnecessary risk or cost.

The impact of this value for money framework even when considering the effects of Covid-19 has shown:

- Ongoing work is required to consolidate national procurement and supplier spend across the Trust where it makes sense, leveraging the buying power of the Trust.
- Ongoing work is needed to develop the use of expertise in disciplines such as finance, HR, ICT, and estates management between academies such that roles are shared. This means we are able to reduce costs and increase the quality of these services.

- The biggest review this year was of the below areas, which has resulted in cost savings and reduced administration time:
  - Catering services.
  - Lettings (projecting facilitating c£800k of additional revenue per annum across 15 participating academies).
  - Broadband and telephony (delivering c£185k of savings per annum) and
  - Buying of ICT goods and services.
- The Trust pipeline programme is targeting to review its utilities and waste management strategy to help reduce environmental impacts and benefit from reduced administration and unit costs. As well as complete procurement diligence for: legal, audit, insurance, HR, payroll and finance systems.

## 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 the risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of Trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively, and economically. The system of internal control has been in place in Ormiston Academies Trust for the year ended 31 August 2021 and up to the date of approval of the annual report and financial statements.

## Capacity to handle risk

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

## The risk and control framework

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

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

The Board of Trustees regularly considers the need for a specific internal audit function. The use of an external firm to perform this function continues to be considered appropriate. The internal auditor's role includes giving advice on financial matters and performing a range of checks on the Trust's financial systems. On a termly basis, the internal auditor reports to the Audit and Risk Committee on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities.

The programme of work by the internal auditors (Mazars) is agreed in advance with the Audit and Risk Committee. Work for the current year has included strategic and operational reviews. Strategic reviews included a review of risk management and governance arrangements. Operational reviews have included a review of purchases, payments, and suppliers, checking control account reconciliations, reviewing longer term financial plans, and checking payroll and expenses. The work and findings that Mazars have identified during the year has resulted in an overall 'moderate assurance' level being achieved. Moderate assurance

states that, 'some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and control.'

## Review of effectiveness

As accounting officer, the chief executive officer has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

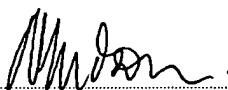
- the work of the internal auditor.
- the work of the external auditor.
- the financial management and governance self-assessment process.
- the work of the executive team within the Trust who have responsibility for the development and maintenance of the internal control framework.

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

Approved by order of the Board of Trustees on 9 December 2021 and signed on its behalf by:



Paul Hann  
**Chair of Trustees**



Nick Hudson  
**Accounting Officer**

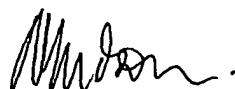
# Statement of regularity, propriety and compliance

# Statement of regularity, propriety and compliance

As accounting officer of Ormiston Academies Trust, I have considered my responsibility to notify the academy Trust 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 trustTrust, under the funding agreement in place between the academy Trust and the Secretary of State for Education. As part of my consideration, I have had due regard to the requirements of the Academies Financial Handbook 2020.

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

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



Nick Hudson  
**Accounting Officer**

9 December 2021

# Statement of Trustees' responsibilities

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# Statement of Trustees' responsibilities

The Trustees (who are also the Directors of Ormiston Academies Trust for the purposes of company law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the financial statements in accordance with the Annual Accounts Direction issued by the Education and Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021.
- 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

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

Approved by order of the members of the Board of Trustees on 9 December 2021 and signed on its behalf by:



Paul Hann  
Chair of Trustees



# Independent auditor's report to the members of Ormiston Academies Trust

# Independent auditor's report to the members of Ormiston Academies Trust

## Opinion

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

In our opinion the financial statements:

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

## Basis for opinion

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

## Conclusions relating to going concern

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

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

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

## Other information

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

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

the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **Opinions on other matters prescribed by the Companies Act 2006**

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

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

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Report.

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

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

## **Responsibilities of Trustees**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 37, the trustees (who act as trustees for the charitable activities of the charitable company are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

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

a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

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

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

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

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

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

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the Education Inspection Framework under the Education Act 2005 (as amended), Keeping Children Safe in Education under the Education Act 2002, the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018. We performed audit procedures to inquire of management and those charged with governance whether the charitable company is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

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

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

## Use of our report

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

Paul Oxtoby (Senior Statutory Auditor)  
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor  
Chartered Accountants  
St Philips Point, Temple Row  
Birmingham, B2 5AF

*Paul Oxtoby*

Date: 13 December 2021

# ORMISTON ACADEMIES TRUST

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 AUGUST 2021

		Unrestricted Funds	Restricted General Funds	Restricted Fixed Asset Funds	Total 2021	Total 2020
	Notes	£'000	£'000	£'000	£'000	£'000
<b>Income and endowments from:</b>						
Donations and capital grants	3	128	35	9,246	9,409	22,276
Donations - transfer from local authority on conversion		-	-	-	-	7,408
Donations - transfer of existing academy into the trust		-	-	-	-	30,524
Charitable activities:						
- Funding for educational operations	4	1,661	215,096	-	216,757	192,970
- Funding for teaching school	34	-	2,459	-	2,459	2,120
Other trading activities	5	1,352	503	-	1,855	2,381
Investments	6	3	-	-	3	23
<b>Total</b>		<b>3,144</b>	<b>218,093</b>	<b>9,246</b>	<b>230,483</b>	<b>257,702</b>
<b>Expenditure on:</b>						
Raising funds	7	243	-	-	243	262
Charitable activities:						
- Educational operations	8	2,800	218,882	14,772	236,454	217,467
- Teaching school	34	-	2,233	-	2,233	2,026
<b>Total</b>	<b>7</b>	<b>3,043</b>	<b>221,115</b>	<b>14,772</b>	<b>238,930</b>	<b>219,755</b>
<b>Net income/(expenditure)</b>	<b>7</b>	<b>101</b>	<b>(3,022)</b>	<b>(5,526)</b>	<b>(8,447)</b>	<b>37,947</b>
Transfers between funds	21	-	(1,471)	1,471	-	-
<b>Other recognised gains/(losses)</b>						
Actuarial losses on defined benefit obligations	29	-	(21,750)	-	(21,750)	(9,108)
<b>Net movement in funds</b>		<b>101</b>	<b>(26,243)</b>	<b>(4,055)</b>	<b>(30,197)</b>	<b>28,839</b>
<b>Reconciliation of funds</b>						
Total funds brought forward		1,998	(107,473)	461,470	355,995	327,156
Total funds carried forward		2,099	(133,716)	457,415	325,798	355,995

**ORMISTON ACADEMIES TRUST****BALANCE SHEET****AS AT 31 AUGUST 2021**

		2021	2020
	Notes	£'000	£'000
<b>Fixed assets</b>			
Intangible assets	13	161	-
Tangible assets	14	448,580	455,340
		<u>448,741</u>	<u>455,340</u>
<b>Current assets</b>			
Stocks		335	378
Debtors	16	7,936	8,369
Cash at bank and in hand		35,291	23,612
		<u>43,562</u>	<u>32,359</u>
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	17	(18,040)	(16,123)
<b>Net current assets</b>		<u>25,522</u>	<u>16,236</u>
<b>Total assets less current liabilities</b>		<u>474,263</u>	<u>471,576</u>
Creditors: amounts falling due after more than one year	18	(1,956)	(2,502)
Provisions for liabilities	19	(1,567)	(579)
<b>Net assets before defined benefit pension scheme liability</b>		<u>470,740</u>	<u>468,495</u>
Defined benefit pension scheme liability	29	(144,942)	(112,500)
<b>Total net assets</b>		<u>325,798</u>	<u>355,995</u>
<b>Funds of the Trust:</b>			
<b>Restricted funds</b>	21		
- Restricted fixed asset funds		457,415	461,470
- Restricted income funds		11,226	5,027
- Pension reserve		(144,942)	(112,500)
<b>Total restricted funds</b>		<u>323,699</u>	<u>353,997</u>
<b>Unrestricted income funds</b>	21	<u>2,099</u>	<u>1,998</u>
<b>Total funds</b>		<u>325,798</u>	<u>355,995</u>

# ORMISTON ACADEMIES TRUST

## BALANCE SHEET (CONTINUED)

AS AT 31 AUGUST 2021

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The financial statements on pages 43 to 78 were approved by the Board of Trustees and authorised for issue on 9 December 2021 and are signed on their behalf by:



Paul Hann

Chair of Trustees

# ORMISTON ACADEMIES TRUST

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	2021 £'000	£'000	2020 £'000	£'000
<b>Cash flows from operating activities</b>					
Net cash provided by/(used in) operating activities	26		7,392		(1,000)
<b>Cash flows from investing activities</b>					
Interest received		3		23	
Capital funding received from sponsors and others		6,721		5,830	
Purchase of intangible fixed assets		(11)		-	
Purchase of tangible fixed assets		(2,088)		(1,428)	
Cash funds transferred on existing academy into trust		-		281	
<b>Net cash provided by investing activities</b>			4,625		4,706
<b>Cash flows from financing activities</b>					
Advancements from Education and Skills Funding Agency loans		-		42	
Repayment of Education and Skills Funding Agency loan		(172)		(71)	
Repayment of Salix loan		(157)		(158)	
Interest paid		(9)		(10)	
<b>Net cash used in financing activities</b>			(338)		(197)
<b>Net increase in cash and cash equivalents in the reporting period</b>			11,679		3,509
Cash and cash equivalents at beginning of the year			23,612		20,103
<b>Cash and cash equivalents at end of the year</b>			35,291		23,612



# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

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### 1 Accounting policies

#### **General information**

Ormiston Academies Trust ("the Trust") is a charitable company. The address of its principal place of business is given on page 1 and the nature of its operations are set out in the Trustees' Report.

A summary of the principal accounting policies adopted, judgements and key sources of estimation uncertainty, is set out below.

#### **Basis of preparation**

The financial statements of the Trust have been prepared under the historical cost convention in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland, the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2020 to 2021 issued by the Education and Skills Funding Agency (ESFA), the Charities Act 2011 and the Companies Act 2006. The Trust is a public benefit entity under FRS 102 and has therefore applied the relevant public benefit requirements of FRS 102.

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

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

#### **Going concern**

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Following the uncertainty presented by Covid 19, management has reassessed the going concern assumption and confirms that it remains appropriate based on the strong cash and net asset position which enables it to meet its liabilities as they fall due.

The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the Trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Trust's ability to continue as a going concern. Thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

#### **Transfer to an academy trust**

Transfers of academies into the trust involve the transfer of identifiable assets and liabilities and the operations of the academies for £nil consideration. The substance of a transfer is that of a gift and it is accounted for on that basis as set out below.

Assets and liabilities transferred from a transferring trust are included at their fair value. The fair value has been derived based on that of equivalent items. The amounts are recognised under the appropriate balance sheet categories, with a corresponding amount recognised in Donations – transfer of existing academy into the trust in the statement of financial activities and analysed under unrestricted funds, restricted general funds and restricted fixed asset funds.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

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### 1 Accounting policies (Continued)

#### **Income**

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

#### Grants

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

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

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

#### Sponsorship income

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

#### Donations

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured. Donated assets are recognised at a fair value, when the risks and rewards of ownership of the asset pass to the Trust.

#### Other income

Other income, including the hire of facilities, catering income and academy trips, is recognised at fair value of the consideration received or receivable in the period it is receivable and to the extent the Trust has provided the goods or services.

#### **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.

All resources expended are inclusive of irrecoverable VAT.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

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### 1 Accounting policies (Continued)

#### Expenditure on raising funds

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

#### Charitable activities

These are costs incurred on the Trust's educational operations to further its charitable aims for the benefit of the beneficiaries, including support costs and costs relating to the governance of the Trust apportioned to charitable activities.

#### **Intangible fixed assets and amortisation**

Intangible assets costing £10,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment. Amortisation is provided on intangible fixed assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life, as follows:

Purchased computer software - 20% straight line

#### **Tangible fixed assets and depreciation**

Assets costing £10,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment. Subsequent costs are capitalised only when it is probable that such costs will generate future economic benefits. All other costs of repairs and maintenance are charged to the statement of financial activities as incurred.

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 that require the continued use of the asset, the related grants are credited to a restricted fixed asset fund in the statement of financial activities and carried forward in the balance sheet. Depreciation on the relevant assets is charged directly to the restricted fixed asset fund in the statement of financial activities. Where tangible fixed assets are gifted to the trust, these are initially recorded at valuation which is treated as deemed cost.

Depreciation is provided on all tangible fixed assets other than freehold land, so as to write off the cost of assets less their residual values over their useful lives on the following bases:

Freehold buildings	2% straight line
Long leasehold buildings	2% straight line
Assets in the course of construction	nil
Computer equipment	20% straight line
Fixtures, fittings and equipment	10 - 15% straight line
Motor vehicles	15% straight line

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use.

Residual value is calculated on prices prevailing at the reporting date, after estimated costs of disposal, for the asset as if it were at the age and in the condition expected at the end of its useful life.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

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### 1 Accounting policies (Continued)

#### **Tangible fixed assets and depreciation (continued)**

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

With respect to the buildings from which three of the academies operates which are subject to a PFI agreement, these are legally owned by the Stoke on Trent Local Authority and Sandwell Local Authority and the relevant academies are able to use the buildings under the terms of a licence to occupy. The licence to occupy gives the right to use these buildings and the substance of the licence is that this will be on an ongoing basis reflecting the historic arrangements in place. Therefore substantially all the risks and rewards of ownership have not been transferred to the academies and the assets have not been recognised within tangible fixed assets.

#### **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 Trust anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

#### **Provisions**

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

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised as a financing cost in the period it arises in the statement of financial activities and is allocated to the appropriate expenditure heading.

#### **Leased assets**

Rentals payable under operating leases are charged against income on a straight line basis over the period of the lease.

#### **Stock**

Unsold uniforms, catering and other stocks are valued at the lower of cost and estimated selling price less costs to complete and sell.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

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### 1 Accounting policies (Continued)

#### **Financial instruments**

The Trust has chosen to adopt Sections 11 and 12 of FRS 102 in full in respect of financial instruments.

#### Financial assets and liabilities

Financial assets and financial liabilities are recognised when the Trust becomes a party to the contractual provisions of the instrument.

Financial liabilities are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. A financial asset or financial liability that is payable or receivable in one year is measured at the undiscounted amount expected to be received or paid net of impairment, unless it is a financing transaction. If an agreement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Concessionary loans are initially measured at the amount received. In subsequent years, the carrying amount of concessionary loans is adjusted to reflect any interest payable, where relevant.

Financial assets and financial liabilities are offset only when there is a current legally enforceable right to set off the recognised amounts and the intention to either settle on a net basis, or to realise the asset and settle the liability simultaneously.

#### Derecognition of financial assets and liabilities

A financial asset is derecognised only when the contractual rights to cash flow expire or are settled, or substantially all the risks and the rewards of ownership are transferred to another party, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

#### **Taxation**

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

#### **Short term employment and termination benefits**

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

The best estimate of the expenditure required to settle an obligation for termination benefits is recognised immediately as an expense when the Trust is demonstrably committed to terminating the employment of an employee or to provide termination benefits.

#### **Pensions benefits**

Retirement benefits to employees of the Trust are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'), which are multi-employer defined benefit schemes. The various LGPS of which the trust is a member are administered by the relevant Local Authority.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

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### 1 Accounting policies (Continued)

#### **Pension benefits (continued)**

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Trust 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 projected unit method. The TPS is a multi-employer scheme but there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions are recognised in the period to which they relate. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

The LGPS are funded schemes and the assets are held separately from those of the Trust in separate Trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each reporting date. The amounts charged to net income 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 liabilities/assets is also recognised in the statement of financial activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses. Actuarial gains and losses are recognised immediately in other recognised gains and losses.

#### **Fund accounting**

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

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

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

#### **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 charitable application of the funds. The Trust can use up to 5% of the allocation towards its own administration costs and this would be recognised in the statement of financial activities, however the Trust does not retain this 5%. The funds received, paid and any balances held are disclosed in note 33.

### 2 Critical accounting estimates and areas of judgement

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

#### Critical accounting estimates and assumptions

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

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 2 Critical accounting estimates and areas of judgement (Continued)

The present value of the Local Government Pension Scheme defined benefit liabilities 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 29, will impact the carrying amount of the pension liabilities. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuaries in valuing the pensions liabilities at 31 August 2021. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liabilities.

The Trust has included an enhanced pension provision in the financial statements. Judgement has also been applied in determining the appropriate discount rate and life expectancies.

#### Critical areas of judgement

In some cases, the trust occupies buildings under PFI agreements with the local authority and has applied judgement in determining that these buildings should not be capitalised on the balance sheet.

The Trust has included an enhanced pension provision in the financial statements. An estimate of the expected future cost of any enhancement to the ongoing pension of a former member of staff is charged in full to the Statement of Financial Activities in the year that the provision is created. In subsequent years, a charge is made to the provision in the balance sheet. The provision is determined using a variety of assumptions. Any changes in these assumptions would impact on the carrying value of this provision.

The Trust does not believe that there are any other additional critical areas where judgement is used.

### 3 Donations and capital grants

	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000	Total 2020 £'000
Private sponsorship	-	9	9	84
Donated fixed assets	-	2,525	2,525	16,171
Capital grants	-	6,721	6,721	5,830
Other donations	128	26	154	191
	<u>128</u>	<u>9,281</u>	<u>9,409</u>	<u>22,276</u>

The income from donations and capital grants was £9,409k (2020: £22,276k) of which £128k was unrestricted (2020: £182k), £35k was restricted (2020: £93k) and £9,246k was restricted fixed assets (2020: £22,001k).

Donated fixed assets of £2,525k included laptops donated for the pupils by DFE at a fair value of £1,878k and also from Walsall County Council at a fair value of £25k. Also included are an extension to a catering building donated by Chartwells at a fair value of £226k and a new classroom building donated by Suffolk County Council at a fair value of £396k.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 4 Funding for the Trust's educational operations

	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000	Total 2020 £'000
<b>DfE / ESFA grants</b>				
General annual grant (GAG)	-	178,881	178,881	160,504
Other DfE / ESFA grants:				
- Universal infant free school meals	-	246	246	288
- Pupil premium	-	11,606	11,606	10,927
- Start up grants	-	-	-	18
- Teachers pay and pension grant	-	8,600	8,600	7,554
- Others	-	1,435	1,435	2,904
	-	200,768	200,768	182,195
<b>Other government grants</b>				
Local authority grants	-	4,934	4,934	4,327
Other government grants	-	3,240	3,240	2,236
	-	8,174	8,174	6,563
<b>COVID-19 additional funding (DfE / ESFA)</b>				
Catch-up premium	-	2,476	2,476	-
Other DfE / ESFA COVID-19 funding	-	2,511	2,511	194
	-	4,987	4,987	194
Teaching school income	-	2,459	2,459	2,120
Other incoming resources	1,661	1,167	2,828	4,018
	1,661	3,626	5,287	6,138
	1,661	217,555	219,216	195,090

The income from funding for educational operations was £219,216k (2020: £195,090k) of which £1,661k was unrestricted (2020: £1,875k) and £217,555k was restricted (2020: £193,215k).



# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 4 Funding for the Trust's educational operations (Continued)

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

The academy trust has been eligible to claim additional funding in year from government support schemes in response to the coronavirus outbreak. The funding received is shown above under COVID-19 additional funding (DfE/ESFA).

The academy received £2,476k of funding for catch-up premium and costs incurred in respect of this funding totalled £1,758k, with £718k remaining to be spent in 2021/22.

### 5 Other trading activities

	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000	Total 2020 £'000
Hire of facilities	464	-	464	565
Sundry income	888	503	1,391	1,816
	<u>1,352</u>	<u>503</u>	<u>1,855</u>	<u>2,381</u>

The income from other trading activities was £1,855k (2020: £2,381k) of which £1,352k was unrestricted (2020: £1,387k) and £503k was restricted (2020: £994k).

### 6 Investment income

	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000	Total 2020 £'000
Interest from short term deposits	<u>3</u>	<u>-</u>	<u>3</u>	<u>23</u>

In 2020, the total investment income of £23k was unrestricted.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 7 Expenditure

	Staff costs £'000	Non Pay Expenditure Premises £'000	Other £'000	Total 2021 £'000	Total 2020 £'000
Expenditure on raising funds					
- Direct costs	-	-	243	243	262
Academies' educational operations					
- Direct costs	143,866	-	17,286	161,152	149,342
- Allocated support costs	35,689	29,863	9,750	75,302	68,125
Teaching school					
- Direct costs	359	-	1,749	2,108	1,466
- Allocated support costs	87	-	38	125	560
	<u>180,001</u>	<u>29,863</u>	<u>29,066</u>	<u>238,930</u>	<u>219,755</u>

The expenditure on raising funds was £243k (2020: £262k) of which £243k was unrestricted (2020: £262k) and £nil was restricted (2020: £nil).

<b>Net income/(expenditure) for the year includes:</b>	<b>2021 £'000</b>	<b>2020 £'000</b>
Operating lease rentals	1,051	1,120
PFI scheme	1,644	1,569
Interest payable on loan from Education and Skills Funding Agency	9	10
Depreciation of tangible fixed assets	11,206	10,710
Amortisation of intangible fixed assets	17	-
Net interest on defined benefit pension liability	1,806	1,750
Fees payable to RSM UK Audit LLP and its associates in respect of both audit and non-audit services are as follows:		
- Audit	60	59
- Other assurance services	24	27
- Taxation compliance services	8	4
- All other non-audit services	19	18

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

### 8 Charitable activities

	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000	Total 2020 £'000
<b>Direct costs</b>				
Educational operations	1,165	159,987	161,152	149,342
Teaching school	-	2,108	2,108	1,466
<b>Support costs</b>				
Educational operations	1,635	73,667	75,302	68,125
Teaching school	-	125	125	560
	<u>2,800</u>	<u>235,887</u>	<u>238,687</u>	<u>219,493</u>

The expenditure on charitable activities was £236,454k (2020: £217,467k) of which £2,800k was unrestricted (2020: £3,089k), £218,882k was restricted (2020: £200,617k) and £14,772k was restricted fixed assets (2020: £13,761k).

The expenditure on teaching school was £2,233k (2020: £2,026k) of which £2,233k was restricted (2020: £2,026k).

	Teaching School £'000	Educational operations £'000	Total 2021 £'000	Total 2020 £'000
<b>Analysis of support costs</b>				
Support staff costs	87	35,689	35,776	33,964
Depreciation and amortisation	-	11,223	11,223	10,710
Technology costs	-	4,122	4,122	2,207
Premises costs	-	18,640	18,640	16,912
Legal costs	-	305	305	237
Other support costs	38	5,134	5,172	4,488
Governance costs	-	189	189	167
	<u>125</u>	<u>75,302</u>	<u>75,427</u>	<u>68,685</u>

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 9 Staff

#### Staff costs

Staff costs during the year were:

	2021 £'000	2020 £'000
Wages and salaries	126,742	116,363
Social security costs	12,324	11,140
Pension costs	37,396	33,892
Staff costs - employees	176,462	161,395
Agency staff costs	3,361	3,348
Staff restructuring costs	178	274
Total staff expenditure	180,001	165,017

Staff restructuring costs comprise:

Redundancy payments	26	88
Severance payments	152	186
	178	274

#### Non statutory/non-contractual staff severance payments

Included in staff restructuring costs are non-statutory/non-contractual severance payments totalling £151,772 (2020: £186,495). Individually, the payments were £26,936, £21,280, £19,165, £17,057, £13,630, £12,389, £11,619, £9,988, £6,340, £5,783, £3,566, £2,645, £920 and £454.

#### Staff numbers

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

	2021 Number	2020 Restated Number
Teachers	2,701	2,609
Administration and support	1,233	1,185
Management	285	280
	4,219	4,074

The prior year staff numbers have been restated.

Of the total staff numbers, 73 were employed at head office (2020: 62). Included within the staff employed at head office are 20, (2020:10) Regional Lead Practitioners and Executive Principals who work directly in schools. All other staff worked in the academies. The majority of management employees work in academies and have day to day teaching responsibilities.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 9 Staff (Continued)

The number of persons employed, expressed as a full time equivalent, was as follows:

	2021 Number	2020 Restated Number
Teachers	2,367	2,211
Administration and support	964	961
Management	278	280
	<u>3,609</u>	<u>3,452</u>

The prior year staff numbers have been restated.

#### Higher paid staff

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

	2021 Number	2020 Number
£60,001 - £70,000	71	68
£70,001 - £80,000	32	19
£80,001 - £90,000	15	16
£90,001 - £100,000	4	6
£100,001 - £110,000	6	8
£110,001 - £120,000	11	7
£120,001 - £130,000	4	6
£130,001 - £140,000	1	-
£140,001 - £150,000	-	1
£150,001 - £160,000	1	-
£200,001 - £210,000	-	1
£210,001 - £220,000	1	-
	<u>1</u>	<u>-</u>

125 (2020: 108) of the above employees were principals, vice principals and assistant principals and participated in the Teachers' Pension Scheme. The table also includes 4 (2020: 5) non-teaching staff who are based in academies.

#### Key management personnel

The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Trust was £1,004,712 (2020: £1,008,348).

### 10 Central services

All academies which are part of Ormiston Academies Trust provide a partnership fee to the Trust for the central services which it provides. The services which the Trust currently provides to its academies include school improvement, governance, human resources, marketing, finance, information technology, legal, PR and media, estates and compliance.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 10 Central services (Continued)

The amounts charged during the year were as follows:	2021 £'000	2020 £'000
Ormiston Bolingbroke Academy	201	140
Ormiston Chadwick Academy	189	166
Ormiston Horizon Academy	197	183
Ormiston Ilkeston Enterprise Academy	165	134
Ormiston Maritime Academy	111	110
Ormiston Meridian Academy	178	169
Ormiston Sir Stanley Matthews Academy	220	193
Sandymoor Ormiston Academy	100	54
Brownhills Ormiston Academy	148	62
Ormiston Forge Academy	310	280
George Salter Academy	269	243
Ormiston NEW Academy	156	140
Ormiston Sandwell Community Academy	206	196
Ormiston Sheffield Community Academy	282	275
Ormiston SWB Academy	254	243
Tenbury High Ormiston Academy	72	70
Wodensborough Ormiston Academy	206	199
Ormiston Bushfield Academy	180	164
Cowes Enterprise College An Ormiston Academy	208	192
Ormiston Endeavour Academy	97	81
Ormiston Park Academy	123	117
Ormiston Rivers Academy	212	189
Ormiston Six Villages Academy	83	73
Stoke High School - Ormiston Academy	133	127
Ormiston Sudbury Academy	131	123
Broadland High Ormiston Academy	137	127
City of Norwich School An Ormiston Academy	311	282
Cliff Park Ormiston Academy	184	173
Ormiston Denes Academy	169	169
Flegg High Ormiston Academy	148	146
Ormiston Venture Academy	181	168
Ormiston Victory Academy	236	198
Ormiston Cliff Park Infant Academy	35	35
Ormiston Cliff Park Junior Academy	49	49
Edward Worledge Ormiston Academy	59	67
Ormiston Herman Academy	48	47
Ormiston Meadows Academy	26	29
Packmoor Ormiston Academy	57	51
Ormiston South Parade Academy	66	65
Thomas Wolsey Ormiston Academy	26	26
	<u>6,163</u>	<u>5,555</u>

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

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### 11 Trustees' remuneration and expenses

One (2020: Three) of the Trustees has been paid remuneration or have received other benefits from an employment with the Trust. The Trustees only receive remuneration in respect of services they provide undertaking the roles as staff members under their contracts of employment, and not in respect of their services as Trustees.

The value of Trustees' remuneration and other benefits was as follows:

Nick Hudson received remuneration of £212,408 (2020: £206,341) and pension contributions paid by the Trust in the year of £nil (2020: £nil).

Mark Stanyer (resigned as a Trustee on 31 August 2020) received remuneration of £nil (2020: £121,479) and pension contributions paid by the Trust in the year of £nil (2020: £28,783).

Kathryn Rutherford (resigned as a trustee on 10 September 2020) received remuneration of £2,534 (2020: £87,392) and pension contributions paid by the Trust in the year of £573 (2020: £20,341).

The number of Trustees to whom retirements benefits are accruing under the Teachers' Pension Scheme are 1 (2020: 2).

During the year travel and subsistence expenses totalling £1,545 (2020: £3,623) were reimbursed to 3 Trustees (2020: 5 Trustees). This included expense reimbursements to staff Trustees in connection with their employment.

Nick Hudson was the highest paid Trustee during the year ended 31 August 2021.

Other related party transactions are set out in note 30 to the financial statements.

### 12 Trustees and officers' insurance

In accordance with normal commercial practice, the Trust has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on Trust business. The insurance provides cover up to £5,000,000 on any one claim. It is not possible to quantify the Trustees and officers indemnity element from the overall costs of the insurance premium paid.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 13 Intangible fixed assets

	<b>Computer software £'000</b>
<b>Cost</b>	
At 1 September 2020	-
Additions	11
Transfers	167
	<hr/>
At 31 August 2021	178
	<hr/>
<b>Amortisation</b>	
At 1 September 2020	-
Charge for year	17
	<hr/>
At 31 August 2021	17
	<hr/>
<b>Carrying amount</b>	
At 31 August 2021	161
	<hr/> <hr/>
At 31 August 2020	-
	<hr/> <hr/>

### 14 Tangible fixed assets

	<b>Land and buildings £'000</b>	<b>Assets in the course of construction £'000</b>	<b>Computer equipment £'000</b>	<b>Fixtures, fittings and equipment £'000</b>	<b>Motor vehicles £'000</b>	<b>Total £'000</b>
<b>Cost</b>						
At 1 September 2020	506,674	62	4,828	3,563	165	515,292
Transfers	-	(150)	-	(17)	-	(167)
Additions	670	381	3,063	474	25	4,613
Disposals	(2,507)	-	(2,675)	(271)	(71)	(5,524)
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 August 2021	504,837	293	5,216	3,749	119	514,214
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Depreciation</b>						
At 1 September 2020	55,194	-	3,070	1,569	119	59,952
On disposals	(2,507)	-	(2,675)	(271)	(71)	(5,524)
Charge for the year	9,960	-	865	363	18	11,206
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 August 2021	62,647	-	1,260	1,661	66	65,634
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Net book value</b>						
At 31 August 2021	442,190	293	3,956	2,088	53	448,580
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 August 2020	451,480	62	1,758	1,994	46	455,340
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>



# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 14 Tangible fixed assets (Continued)

Included in the land and buildings above is freehold land and buildings with a net book value at 31 August 2021 of £86,840k (2020: £88,750k) and long leasehold land and buildings with a net book value at 31 August 2021 of £355,350k (2020: £362,730k).

The long leasehold properties are leased from the local councils of the individual academies, relating to the land and buildings of the Trust and are leased for periods of up to 125 years for peppercorn rent. No such charges have been made in the current year (2020: £nil).

Included in the additions to land and buildings is a new catering building extension donated to Ormiston by Chartwells at a fair value of £226k and a new classroom building donated by Suffolk County Council at a fair value of £396k.

### 15 Fixed asset investments

During the year, the charitable company's subsidiary, Ormiston Bolingbroke Academy Trust was dissolved on 1 June 2021.

### 16 Debtors

	2021 £'000	2020 £'000
Trade debtors	369	238
VAT recoverable	1,541	1,454
Other debtors	504	27
Prepayments and accrued income	5,522	6,650
	<u>7,936</u>	<u>8,369</u>

Included in prepayments and accrued income is £nil (2020: £nil) due after more than one year.

### 17 Creditors: amounts falling due within one year

	2021 £'000	2020 £'000
Trade creditors	668	3,180
Other taxation and social security	3,203	2,859
Other creditors	3,162	2,931
Accruals and deferred income (see note 20)	10,174	6,537
Loan from Education and Skills Funding Agency	675	458
Salix loan	158	158
	<u>18,040</u>	<u>16,123</u>

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 18 Creditors: amounts falling due after more than one year

	2021 £'000	2020 £'000
Loan from Education and Skills Funding Agency	1,325	1,714
Salix loan	631	788
	<u>1,956</u>	<u>2,502</u>
	<u><u>1,956</u></u>	<u><u>2,502</u></u>
<b>Analysis of loans</b>	<b>2021 £'000</b>	<b>2020 £'000</b>
Wholly repayable within five years	2,789	3,118
Less: included in current liabilities	(833)	(616)
	<u>1,956</u>	<u>2,502</u>
	<u><u>1,956</u></u>	<u><u>2,502</u></u>
<b>Loan maturity</b>		
Debt due in one year or less	833	616
Due in more than one year but not more than two years	538	513
Due in more than two years but not more than five years	1,418	1,656
Due in more than five years	-	333
	<u>2,789</u>	<u>3,118</u>
	<u><u>2,789</u></u>	<u><u>3,118</u></u>

At the year end, the Trust has a Salix loan amounting to £789k (2020: £946k). The loan terms are 9 years at an interest rate of 0%.

At the year end, the Trust owed the ESFA £320k (2020: £320k) with agreed payment terms of 4 years at interest rates of 0%. With respect to a further loan the Trust had with the ESFA, at the year end the Trust owed £1,300k (2020: £1,400k) with agreed payment terms of 9 years at interest rate of 0%. Also a loan with the ESFA, at year end the Trust owed £380k (2020: £452k) with agreed payment terms of 9 years at interest rate of 1.83%, this was following a further draw down of £nil (2020: £42k) in the year.

### 19 Provisions for liabilities

The provision at 31 August 2021 amounting to £1,567k (2020: £579k), relates to an enhanced pension provision relating to the cost of staff who have already left the Trust's employment. The provision has been recalculated in accordance with guidance issued by the funding bodies. During the year, an additional provision of £988k was recognised.

The principal assumption for this calculation is using a discount rate of 1.60%. (2020: 1.30%) and price inflation of 2.60% (2020: 2.20%).

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

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### 20 Deferred income

	2021 £'000	2020 £'000
Deferred income is included within:		
Creditors due within one year	1,580	1,413
	<u>          </u>	<u>          </u>
Deferred income at 1 September 2020	1,413	1,903
Released from previous years	(1,413)	(1,903)
Resources deferred in the year	1,580	1,413
	<u>          </u>	<u>          </u>
<b>Deferred income at 31 August 2021</b>	<b>1,580</b>	<b>1,413</b>
	<u>          </u>	<u>          </u>

Deferred income relates to performance related grants and trip income received in advance specifically for future periods.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

### 21 Funds

	Balance at 1 September 2020 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2021 £'000
<b>Restricted general funds</b>					
General Annual Grant (GAG)	2,303	178,881	(171,930)	(1,471)	7,783
Other DfE / ESFA grants:					
- Universal infant free school meals	-	246	(125)	-	121
- Pupil premium	-	11,606	(11,410)	-	196
- Teachers pay and pension grant	-	8,600	(8,600)	-	-
- Others	580	1,435	(1,421)	-	594
Catch-up premium	-	2,476	(1,758)	-	718
Other DfE / ESFA COVID-19 funding	-	2,511	(2,462)	-	49
Other government grants	498	8,174	(7,961)	-	711
Teaching school	94	2,459	(2,233)	-	320
#iwill funding	475	-	(452)	-	23
Ormiston Trust endowment fund	711	-	-	-	711
Other restricted funds	366	1,705	(2,071)	-	-
Pension reserve	(112,500)	-	(10,692)	(21,750)	(144,942)
	<u>(107,473)</u>	<u>218,093</u>	<u>(221,115)</u>	<u>(23,221)</u>	<u>(133,716)</u>
<b>Restricted fixed asset funds</b>					
DfE group capital grants	461,470	9,246	(14,772)	1,471	457,415
	<u>461,470</u>	<u>9,246</u>	<u>(14,772)</u>	<u>1,471</u>	<u>457,415</u>
<b>Total restricted funds</b>	<u>353,997</u>	<u>227,339</u>	<u>(235,887)</u>	<u>(21,750)</u>	<u>323,699</u>
<b>Unrestricted funds</b>					
General funds	1,998	3,144	(3,043)	-	2,099
	<u>1,998</u>	<u>3,144</u>	<u>(3,043)</u>	<u>-</u>	<u>2,099</u>
<b>Total funds</b>	<u>355,995</u>	<u>230,483</u>	<u>(238,930)</u>	<u>(21,750)</u>	<u>325,798</u>

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

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### 21 Funds (Continued)

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

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objectives of the academy at the discretion of the Trustees, although these are designated for use by the academy from which the funds have been generated.

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by the Department for Education where the asset acquired or created is held for a specific purpose. Restricted fixed asset funds include life cycling and capital maintenance funds.

Restricted general funds comprise all other restricted funds received and include grants from the Department for Education. Restricted general funds shown above included unspent 'iwill' project funding of £23k (2020: £475k), endowment funds receivable from Ormiston Trust of £711k (2020: £711k), and a pension reserve of £144,942k (2020: £112,500k) in deficit.

Under the funding agreement with the Secretary of State the academy trust was not subject to a limit on the amount of GAG that it could carry forward at the 31 August 2021.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 21 Funds (Continued)

#### Funds prior year

	Balance at 1 September 2019 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2020 £'000
<b>Restricted general funds</b>					
General Annual Grant (GAG)	-	160,504	(157,459)	(742)	2,303
Other DfE / ESFA grants:					
- Universal infant free school meals	-	288	(288)	-	-
- Pupil premium	-	10,927	(10,927)	-	-
- Start up grants	-	18	(18)	-	-
- Teachers pay and pension grant	-	7,554	(7,554)	-	-
- Others	1,284	2,904	(3,608)	-	580
Other DfE / ESFA COVID-19 funding	-	194	(194)	-	-
Other government grants	294	6,369	(6,165)	-	498
Teaching school	-	2,120	(2,026)	-	94
#iwill funding	1,386	-	(911)	-	475
Ormiston Trust endowment fund	798	-	(87)	-	711
Other restricted funds	153	3,093	(2,880)	-	366
Pension reserve	(88,339)	(4,527)	(10,526)	(9,108)	(112,500)
	<u>(84,424)</u>	<u>189,444</u>	<u>(202,643)</u>	<u>(9,850)</u>	<u>(107,473)</u>
<b>Restricted fixed asset funds</b>					
DfE group capital grants	<u>410,159</u>	<u>64,330</u>	<u>(13,761)</u>	<u>742</u>	<u>461,470</u>
<b>Total restricted funds</b>	<u>325,735</u>	<u>253,774</u>	<u>(216,404)</u>	<u>(9,108)</u>	<u>353,997</u>
<b>Unrestricted funds</b>					
General funds	<u>1,421</u>	<u>3,928</u>	<u>(3,351)</u>	<u>-</u>	<u>1,998</u>
<b>Total funds</b>	<u>327,156</u>	<u>257,702</u>	<u>(219,755)</u>	<u>(9,108)</u>	<u>355,995</u>

In line with the new freedoms within the Trust's master funding agreement and with encouragement of the Department of Education, the Trustees decided to pool all reserves with effect from 31 August 2018. Accordingly, no surpluses or deficits are attributed to particular academies but all are held centrally.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 21 Funds (Continued)

#### Total cost analysis by academy

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

	Teaching and educational support staff £'000	Other support staff costs £'000	Educational supplies £'000	Other costs excluding depreciation £'000	Total 2021 £'000	Total 2020 £'000
Ormiston Bolingbroke Academy	5,235	853	131	1,410	7,629	4,394
Ormiston Chadwick Academy	3,703	484	175	1,072	5,434	5,115
Ormiston Horizon Academy	4,512	815	260	1,097	6,684	6,546
Ormiston Ilkeston Enterprise Academy	3,511	784	170	1,140	5,605	5,158
Ormiston Maritime Academy	2,665	502	109	949	4,225	4,180
Ormiston Meridian Academy	4,099	568	345	1,460	6,472	5,974
Ormiston Sir Stanley Matthews Academy	4,551	669	180	1,342	6,742	6,604
Sandymoor Ormiston Academy	1,967	569	143	673	3,352	2,166
Brownhills Ormiston Academy	2,988	559	97	1,203	4,847	1,759
Ormiston Forge Academy	7,108	1,024	160	1,627	9,919	9,869
George Salter Academy	5,898	943	343	1,146	8,330	8,139
Ormiston NEW Academy	3,724	503	144	1,112	5,483	5,373
Ormiston Sandwell Community Academy	4,912	680	272	1,153	7,017	6,540
Ormiston Sheffield Community Academy	6,397	1,064	119	1,527	9,107	9,186
Ormiston SWB Academy	6,076	814	48	1,374	8,312	8,263
Tenbury High Ormiston Academy	1,722	286	71	486	2,565	2,502
Wodensborough Ormiston Academy	5,096	695	154	1,866	7,811	7,433
Ormiston Bushfield Academy	4,658	763	73	1,016	6,510	6,334
Cowes Enterprise College An Ormiston Academy	4,947	504	289	1,294	7,034	6,489
Ormiston Endeavour Academy	2,235	369	79	528	3,211	2,858
Ormiston Park Academy	3,874	481	136	737	5,228	4,839
Ormiston Rivers Academy	4,228	684	201	1,290	6,403	6,121
Ormiston Six Villages Academy	2,110	472	98	508	3,188	2,975
Stoke High School - Ormiston Academy	2,993	408	125	906	4,432	4,211

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 21 Funds (Continued)

	Teaching and educational support staff £'000	Other support staff costs £'000	Educational supplies £'000	Other costs excluding depreciation £'000	Total 2021 £'000	Total 2020 £'000
Ormiston Sudbury Academy	2,954	508	118	768	4,348	4,180
Broadland High Ormiston Academy	2,872	239	111	837	4,059	3,969
City of Norwich School						
An Ormiston Academy	6,705	884	151	1,819	9,559	8,823
Cliff Park Ormiston Academy	3,874	753	96	1,091	5,814	5,583
Ormiston Denes Academy	3,907	975	208	769	5,859	6,332
Flegg High Ormiston Academy	3,250	586	44	793	4,673	4,605
Ormiston Venture Academy	3,911	769	252	1,062	5,994	5,700
Ormiston Victory Academy	5,474	650	110	1,261	7,495	6,764
Ormiston Cliff Park Infant Academy	838	114	19	330	1,301	1,423
Ormiston Cliff Park Junior Academy	988	278	7	267	1,540	1,521
Edward Worlledge Ormiston Academy	1,569	264	45	326	2,204	2,201
Ormiston Herman Academy	1,354	5	46	344	1,749	1,778
Ormiston Meadows Academy	786	219	32	192	1,229	1,209
Packmoor Ormiston Academy	1,505	192	79	434	2,210	2,114
Ormiston South Parade Academy	1,914	331	95	462	2,802	2,738
Thomas Wolsey Ormiston Academy	1,534	292	28	250	2,104	2,210
Central services	2,719	6,619	60	6,655	16,053	9,396
	<u>145,363</u>	<u>29,171</u>	<u>5,423</u>	<u>44,576</u>	<u>224,533</u>	<u>203,574</u>



# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 22 Analysis of net assets between funds

	Unrestricted Funds £'000	Restricted General Funds £'000	Restricted Fixed Asset Funds £'000	Total Funds £'000
<b>Fund balances at 31 August 2021 are represented by:</b>				
Intangible fixed assets	-	-	161	161
Tangible fixed assets	-	-	448,580	448,580
Current assets	2,099	32,789	8,674	43,562
Creditors falling due within one year	-	(18,040)	-	(18,040)
Creditors falling due after one year	-	(1,956)	-	(1,956)
Provisions for liabilities	-	(1,567)	-	(1,567)
Defined benefit pension liability	-	(144,942)	-	(144,942)
<b>Total net assets</b>	<b>2,099</b>	<b>(133,716)</b>	<b>457,415</b>	<b>325,798</b>

	Unrestricted Funds £'000	Restricted funds: General £'000	Fixed asset £'000	Total Funds £'000
<b>Fund balances at 31 August 2020 are represented by:</b>				
Tangible fixed assets	-	-	455,340	455,340
Current assets	1,998	24,231	6,130	32,359
Creditors falling due within one year	-	(16,123)	-	(16,123)
Creditors falling due after one year	-	(2,502)	-	(2,502)
Provisions for liabilities	-	(579)	-	(579)
Defined benefit pension liability	-	(112,500)	-	(112,500)
<b>Total net assets</b>	<b>1,998</b>	<b>(107,473)</b>	<b>461,470</b>	<b>355,995</b>

### 23 Contingent liabilities

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

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

(a) the value at the time of the academy's site and premises and other assets held for the purpose of the academy; and

(b) the extent to which expenditure incurred in providing those assets was met by payments by the Secretary of State under the Funding Agreement.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 24 Capital commitments

	2021 £'000	2020 £'000
Expenditure contracted for but not provided in the financial statements	218	47

### 25 Long-term commitments, including operating leases

At 31 August 2021 the total of the Trust's future minimum lease payments under non-cancellable operating leases was:

	2021 £'000	2020 £'000
Amounts due within one year	1,012	884
Amounts due between one and five years	1,661	1,285
Amounts due after five years	1,389	964
	4,062	3,133

The Trust is also party to facilities management contracts under three PFI schemes. The Trust is party to the contracts under supplemental agreements. Total commitments under the contracts are £1,679k (2020: £1,596k) within 1 year, £6,091k (2020: £6,387k) between 1 and 5 years and £11,027k (2020: £11,721k) in greater than 5 years.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 26 Reconciliation of net (expenditure)/income to net cash flow from operating activities

	2021 £'000	2020 £'000
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	(8,447)	37,947
Adjusted for:		
Net surplus on conversion to academy	-	(7,408)
Net surplus on transfer of academy in the trust	-	(30,524)
Capital grants from DfE and other capital income	(6,721)	(5,830)
Donated fixed assets	(2,525)	(16,171)
Interest receivable	(3)	(23)
Interest payable	9	10
Pension costs less contributions payable	8,886	8,776
Pension scheme finance costs	1,806	1,750
Depreciation of tangible fixed assets	11,206	10,710
Amortisation of intangible fixed assets	17	-
Increase in provisions	988	579
<b>Movements in working capital:</b>		
Decrease/(increase) in stocks	43	(3)
Decrease/(increase) in debtors	433	(729)
Increase in creditors	1,700	38
Stocks, debtors and creditors transferred on conversion	-	(122)
<b>Net cash provided by/(used in) operating activities</b>	<b>7,392</b>	<b>(1,000)</b>

### 27 Analysis of changes in net funds

	1 September 2020 £'000	Cash flows £'000	31 August 2021 £'000
Cash	23,612	11,679	35,291
Loans falling due within one year	(616)	(217)	(833)
Loans falling due after more than one year	(2,502)	546	(1,956)
	<b>20,494</b>	<b>12,008</b>	<b>32,502</b>

### 28 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 or she is a Member, or within one year after he or she ceases to be a Member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he or she ceases to be a Member.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

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### 29 Pension and similar obligations

The Trust's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by the separate relevant local authorities. Each Local Authority runs a separate pension fund. 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 £3,104k (2020: £2,874k) were payable to the schemes at 31 August 2021 and are included within creditors.

#### Teachers' Pension Scheme

##### Introduction

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

##### Valuation of the Teachers' Pension Scheme

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

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

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

As a result of the valuation, new employer contribution rates were set at 23.68% (including a 0.08% administration levy) of pensionable pay from September 2019 onwards (compared to 16.48% prior to September 2019). The next valuation result is due to be implemented from 1 April 2023.

The employer's pension costs paid to the TPS in the period amounted to £20,076,405 (2020: £17,845,121).

The TPS is a multi-employer pension plan and there is insufficient information to account for the scheme as a defined benefit plan so it is accounted for as a defined contribution plan.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 29 Pension and similar obligations (Continued)

#### Local Government Pension Scheme

Ormiston Academies Trust is a member of the Cambridgeshire, Cheshire, Norfolk, Isle of Wight, Suffolk, West Midlands, Staffordshire, Derbyshire, East Riding, Essex, West Sussex and Worcestershire Local Government Pension Schemes.

The LGPS is a funded defined benefit scheme, with the assets held in separate Trustee-administered funds. The total contributions are as noted below. The agreed contribution rates for future years are 17.4 - 26.2% for employers and 5.5 - 12.5% for employees.

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

#### Principal actuarial assumptions:

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

	Discount rate for scheme liabilities		Rate of increase in salaries		Rate of increase for pensions in payment / inflation	
	2021	2020	2021	2020	2021	2020
	%	%	%	%	%	%
Cambridge Local Government Pension Scheme	1.65	1.7	3.4	2.7	2.9	2.2
Cheshire Local Government Pension Scheme	1.65	1.7	3.6	2.9	2.9	2.2
Norfolk Local Government Pension Scheme	1.65	1.7	3.6	2.9	2.9	2.2
Isle of Wight Local Government Pension Scheme	1.65	1.7	3.7	3.0	2.9	2.2
Suffolk Local Government Pension Scheme	1.65	1.7	3.6	2.9	2.9	2.2
West Midlands Local Government Pension Scheme	1.65	1.6	3.9	3.3	2.9	2.3
Staffordshire Local Government Pension Scheme	1.65	1.7	3.3	2.6	2.9	2.2
Derbyshire Local Government Pension Scheme	1.65	1.7	3.6	2.9	2.9	2.2
East Riding Local Government Pension Scheme	1.65	1.7	3.8	3.1	2.9	2.2
Essex Local Government Pension Scheme	1.65	1.6	3.9	3.3	2.9	2.3
West Sussex Local Government Pension Scheme	1.65	1.7	3.4	2.7	2.9	2.2
Worcestershire Local Government Pension Scheme	1.7	1.7	4.2	3.9	2.8	2.5

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 29 Pension and similar obligations (Continued)

#### Principal actuarial assumptions

##### Mortality

The assumed life expectations are:

	Males		Females	
	Retiring today	Retiring in 20 years	Retiring today	Retiring in 20 years
	2021	2021	2021	2021
Cambridge Local Government Pension Scheme	22.2	23.2	24.4	26.2
Cheshire Local Government Pension Scheme	21.4	22.4	24.0	25.7
Norfolk Local Government Pension Scheme	21.9	23.2	24.3	26.2
Isle of Wight Local Government Pension Scheme	21.9	22.9	24.2	25.9
Suffolk Local Government Pension Scheme	22.1	23.2	24.5	26.4
West Midlands Local Government Pension Scheme	21.6	23.8	24.1	25.8
Staffordshire Local Government Pension Scheme	21.4	22.5	24.0	25.7
Derbyshire Local Government Pension Scheme	21.3	22.5	23.9	25.8
East Riding Local Government Pension Scheme	21.0	22.2	23.7	25.5
Essex Local Government Pension Scheme	21.6	22.9	23.6	25.1
West Sussex Local Government Pension Scheme	22.1	23.1	24.4	26.1
Worcestershire Local Government Pension Scheme	22.6	24.2	22.7	24.4

<b>Total contributions made</b>	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
Employer's contributions	8,103	7,601
Employees' contributions	2,230	2,072
	<hr/>	<hr/>
Total contributions	10,333	9,673
	<hr/>	<hr/>

<b>The Trust's share of the assets in the scheme</b>	<b>2021</b>	<b>2020</b>
	<b>Fair value</b>	<b>Fair value</b>
	<b>£'000</b>	<b>£'000</b>
Equities	92,982	70,350
Bonds	33,139	26,922
Property	12,998	11,139
Cash and other	13,134	13,342
	<hr/>	<hr/>
Total fair value of assets	152,253	121,753
	<hr/>	<hr/>

The actual return on scheme assets was £22,379,000 (2020: £4,731,000).

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 29 Pension and similar obligations (Continued)

Amount recognised in the statement of financial activities	2021 £'000	2020 £'000
Current service cost	16,980	15,298
Net interest cost	1,806	1,750
Plan introductions, changes, gain/(loss) on curtailment and gain/(loss) on settlement	9	1,079
Total operating charge	18,795	18,127

Changes in the present value of defined benefit obligations	2021 £'000
At 1 September 2020	234,253
Current service cost	16,980
Interest cost	3,867
Employee contributions	2,230
Actuarial loss	42,068
Benefits paid	(2,212)
Past service cost	9
At 31 August 2021	297,195

Changes in the fair value of the Trust's share of scheme assets	2021 £'000
At 1 September 2020	121,753
Interest income	2,061
Return on plan assets (excluding net interest on the net defined pension liability)	20,318
Employer contributions	8,103
Employee contributions	2,230
Benefits paid	(2,212)
At 31 August 2021	152,253

### 30 Related party transactions

The following related party transactions took place during the year ended 31 August 2021. All transactions involving such organisations are conducted at cost and in accordance with the Trust's financial regulations and normal procurement procedures.

During the year, academies within Ormiston Academies Trust recognised grants of £205k (2020: £159k) from Ormiston Trust. At the year end £711k (2020: £1,059k) was due from Ormiston Trust.

# ORMISTON ACADEMIES TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

### 31 Controlling party

The Trustees consider Ormiston Trust, a grant making Trust that chiefly assists schools and organisations supporting children and young people (company number: 09648958 and charity registration number: 1164358) to be the ultimate controlling party due to that organisation's right to appoint a majority of the Trustees.

Ormiston Trust prepares consolidated financial statements which incorporates the results and positions of the Trust and its subsidiary. Copies of the consolidated financial statements of Ormiston Trust can be obtained from its registered office: 1 Bell Yard, London, WC2A 2JR.

### 32 Post balance sheet events

On 1 September 2021, certain academies within TBAP Multi-Academy Trust were transferred into the Trust. Certain assets and liabilities of the schools were transferred into the Trust at that date.

### 33 Agency arrangements

The Trust distributes 16 - 19 bursary funds to students as agent for the ESFA. In the accounting period ending 31 August 2021, the Trust received £260k (2020: £226k) and disbursed £212k (2020: £189k) from the fund. At the year, the balance not yet disbursed was £48k (2020: £37k).

### 34 Teaching school trading account

	2021		2020	
	£'000	£'000	£'000	£'000
<b>Direct income</b>				
Government grants		2,459		2,120
<b>Direct costs</b>				
Direct staff costs	359		77	
Other direct costs	1,749		1,389	
	<u>2,108</u>		<u>1,466</u>	
<b>Other costs</b>				
Support staff costs	87		399	
Other support costs	38		161	
	<u>125</u>		<u>560</u>	
<b>Total operating costs</b>		(2,233)		(2,026)
<b>Surplus from teaching school</b>		226		94
Teaching school balances at 1 September 2020		94		-
<b>Teaching school balances at 31 August 2021</b>		<u>320</u>		<u>94</u>





**ACHIEVING MORE TOGETHER**

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