

SUCCESS ACADEMY TRUST



ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

SUCCESS ACADEMY TRUST

CONTENTS

	Page
Reference and Administrative Details	1 - 2
Trustees' Report	3 - 19
Governance Statement	20 - 25
Statement of Regularity, Propriety and Compliance	26
Statement of Trustees' Responsibilities	27
Independent Auditors' Report on the Financial Statements	28 - 31
Independent Reporting Accountant's Report on Regularity	32 - 33
Statement of Financial Activities Incorporating Income and Expenditure Account	34
Balance Sheet	35
Statement of Cash Flows	36
Notes to the Financial Statements	37 - 67

SUCCESS ACADEMY TRUST

REFERENCE AND ADMINISTRATIVE DETAILS

Members	C Freeman B Perrett T Moralee G Place S Wright (appointed 1 September 2024)
Trustees	M Booley, Chair ¹ A Collins, Trust Principal and Accounting Officer ¹ S Allen (resigned 11 November 2024) ¹ A M Blewitt S Burton ¹ G Dryden ¹ H Milburn (appointed 2 October 2024) ¹ K Mannion E Hollis (appointed 1 February 2025) P Trapps (resigned 31 August 2025) ¹ L Hickman (appointed 12 October 2025)
Company registered number	¹ Finance, Audit and Risk Committee 08135389
Company name	Success Academy Trust
Principal and registered office	Thomas Estley Community College Station Road Broughton Astley Leicester Leicestershire LE9 6PT
Company secretary	A Paul
Senior management team	A Collins, Trust Leader T Barrow, Heads Advisory Group L Townsend, Heads Advisory Group A M Willett, Chief Financial Officer (retired May 2025) E Clark, Heads Advisory Group R Lawrence, Primary School Improvement Partner (until March 2025) V Pankhania, Primary School Improvement Partner (from March 2025) R Wheller, Chief Financial Officer (from May 2025) L McKee, Trust HR Lead (from May 2025) P Burton, Trust Operations Lead (from May 2025)

SUCCESS ACADEMY TRUST

REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Independent auditors Magma Audit LLP
Chartered Accountants
Unit 2, Charnwood Edge Business Park
Syston Road
Cossington
Leicestershire
LE7 4UZ
Magma Audit LLP is part of The Dains Group

Bankers NatWest Bank Plc
250 Bishopsgate
London
EC2M 4AA

SUCCESS ACADEMY TRUST

TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2025

The Trustees present their annual report together with the financial statements and auditors' report of the charitable company for the year 1 September 2024 to 31 August 2025. The annual report serves the purposes of both a Trustees' report and a directors' report under company law.

The Trust operates three primary academies and one secondary academy, including two school-based preschools, as well as one privately run preschool and out of school club, in Leicestershire. The Primary academies joined the Trust on 1 February 2017 - two as academising Local Authority schools and one as a transferring academy. The Trust's academies have a combined pupil capacity of 2,020 and had a combined number on roll of 1,837 in the schools' October 2024 census. The Trust also runs the TELA learning alliance which provides initial teacher training and professional development for education staff across Leicestershire, and also provides support for some schools outside the Trust.

Structure, governance and management

Constitution

The Academy 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 Academy Trust. The charitable company was incorporated on 31 August 2012. The school converted to Academy status on 1 October 2012 when its operations, assets and liabilities were transferred from the Local Authority.

The Governors act as the Trustees for the charitable activities of Success Academy Trust and are also the Directors of the charitable company for the purposes of company law. The charitable company is known as Success Academy Trust.

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

Members' liability

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

Trustees' indemnities

Trustees benefit from indemnity insurance to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty in relation to the Academy Trust.

During the period, all Academies within the Trust were part of the Department for Education's Risk Protection Arrangement (RPA), an alternative to insurance where UK government funds cover losses that arise. This scheme protects Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business, and provides cover up to £10,000,000. It is not possible to quantify the Trustees and officers' indemnity element from the overall cost of the RPA scheme.

SUCCESS ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Structure, governance and management (continued)

Method of recruitment and appointment or election of Trustees

Members may appoint up to 9 Trustees. The Trustees have appointed Local Governing Committees within each Academy to which a minimum of two parent governors are appointed.

The Members select Trustees based on the skills of the Board with a focus on appointing Trustees to fill skills gaps identified through the annual Trustee skills audit and having regard to the current needs and strategic priorities of the Trust. The term of office for any Trustee is four years. Subject to remaining eligible to be a particular type of Trustee, any Trustee may be re-appointed or re-elected at a General Meeting or Annual General Meeting. The Trustees may appoint Co-opted Trustees in line with the Articles.

The Trust has undertaken joint workshops for Members, Trustees and LGB representatives in which the vision and work of the Trust has been shared and to support an understanding of the various layouts of delegation and responsibility across the Trust.

To support communication across the Trust to ensure objective communication, Trustees with no previous connection to a particular school within the Trust can be delegated as that school's link Trustee to ensure that information flow between the LGC and Trust Board remains effective, and there is one delegated Trustee per school.

Policies adopted for the induction and training of Trustees

The Chair of Trustees is currently inducted and initial training provided through the regional training provided by RSC and local experienced Trusts, as well as applicable national training.

New Trustees are inducted through a comprehensive programme of visits and discussions involving the Trust Principal, Chair of Trustees, existing Trustees and visits to and experience in our Trust schools. They also access national and local training programmes as appropriate.

Trustees attend full Board meetings and are appointed to one or more of the Board Committees, usually according to their interests and personal expertise.

All academies within the Trust have a service level agreement with Leicestershire County Council's Governor Development Service which provides training and advice which also covers the Trust Board.

Information and guidance are also available through the National Governors' Association.

SUCCESS ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Structure, governance and management (continued)

Organisational structure

The governance of the Trust is defined in the Articles of Association. The Trust is governed by the Trustees who delegate responsibility for the leadership and management of education and operations for each of its Academies to the local governance committees (LGCs) and Principal / Headteachers of them through an agreed scheme of delegation.

The senior management team as noted on page 1 consists of the Head Teachers and Principal of the four academies within the Trust plus the Chief Finance Officer, the Operations lead, the HR lead and the Trust Primary School Improvement Lead.

The Principal of Thomas Estley Community College also acts as the Trust Leader and Accounting Officer for the Trust.

The Trust Leader works closely with the other academy Head Teachers, through the Trust's Heads Advisory Group. Membership of this is open to Heads of academies as they join the Trust. Heads work within the support of the Trust Head's Advisory Group with the guidance of the Trust Leader / other Heads from within the group as required based on the assumption of earned autonomy taken into account the financial resilience and school improvement quality assurance annual audits. The group increasingly work together to share best practice, CPD, staffing and skills and to develop Trust wide approaches within the shared aims and values. Recommendations from the Heads Advisory Board are shared with the Board of Trustees for scrutiny, adoption and ratification, as appropriate.

Each academy develops its own annual improvement plan with reference to the Trust High Inclusive Education Plan and ensures that their delegated budget reflects priorities within the plans. The Trust Leader is involved at the formative stage of annual strategic planning to aid alignment of priorities and to ensure that plans align with the Trust High Quality Inclusive Education Improvement Plan. Academy improvement plans and KPI feedback from the Trust Leader and Link Trustee meetings are also shared with Trustees and scrutinised alongside the Trust's own Strategic Plan and the KPIs, which are reviewed on a termly basis.

Trustees make decisions about strategic finance, strategic objectives, school improvement support required and deployed into Trust schools, core services deployment and funding the Trust's vision and values and how these are lived out in the Trust's academies, and around other similar issues. The Heads Advisory Board input extensively into the strategic planning and operational processes within the Trust, and the Members and LGCs also input into the planning and reviewing cycle. Trustees also take decisions around achieving sustainable growth and operation for the Trust.

The makeup and powers of each LGC (and delegated LGC committees/working groups where these operate) is delegated by the Trust Board through its LGC Terms of Reference, which are reviewed annually, based on the principle of earned autonomy and against the FRQA and SIQA audits described above. Currently all LGCs within the Trust have fully delegated powers.

SUCCESS ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Structure, governance and management (continued)

Arrangements for setting pay and remuneration of key management personnel

Academy Trustees receive no remuneration for their role, other than the Trust Leader, part of whose salary is offset as part of the central services budget from 2024/25. During 2024/25, the central services budget also offsets all of the cost of the Primary School Improvement Partner and some of the salary of the Trust Operations and Finance Officer / Chief Finance Officer / Trust Operations lead / Trust HR lead time. Additional time from the strategic members of the Heads Advisory Board and other employees within the Trust will be identified and recharged where/when additional specific duties for the Trust are identified and the central services budget permits.

The salary of the Trust Leader is determined where the relevant body of the Headteachers' original school or, under the Collaboration Regulations, the collaborating body, calculates the Headteacher group by combining the unit score of all the schools for which the Headteacher is responsible to arrive at a total unit score, which then determines the Headteacher group.

Trade union facility time

Relevant union officials

Number of employees who were relevant union officials during the year	1
Full-time equivalent employee number	1

Percentage of time spent on facility time

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

Percentage of pay bill spent on facility time £

Total cost of facility time	-
Total pay bill	10,530,911
Percentage of total pay bill spent on facility time	- %

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours	- %
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SUCCESS ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Structure, governance and management (continued)

Engagement with employees (including disabled persons)

During the 2024/25 financial year, Success Academy Trust, through its delegated academies, preschool and learning alliance has engaged with employees through a range of strategies, including but not exclusively:

- Weekly / monthly updates and briefings for all employees face to face and by email, as appropriate.
- Training Day information sharing sessions twice annually which share key pertinent information and allow chances to feedback.
- Each academy setting and TELA has an agreed informal email communication channel for its employees to feedback on issues and concerns, in addition to regular staff wellbeing surveys in each academy analysed and fed back to at both local and Trust level and individual staff voice channels in each academy.
- The Trust has one union representative who meets regularly with a Heads Advisory Group representative to discuss employee concerns and ensure that communication flow is effective, and meets with employees to discuss issues, concerns and to share important information.
- Improvement plans and quality assurance/self-evaluation processes fully involve employees who have delegated responsibilities to feed into sections of the plans and evaluation as well as to comment on draft documents.
- Updates are regularly shared on factors both internal and external (eg. national benchmarking) affecting the Trust's performance and that of its academies, preschool and Learning Alliance.
- The Trust Wellbeing Strategy, launched in April 2023, continues to increase employee engagement.

In respect of applications for employment from disabled persons, the treatment of employees who become disabled and the training, career development and promotion of disabled persons, the Trust has a clear policy and processes to ensure that disabled persons are not disadvantaged during recruitment, receive appropriate reasonable adjustments during employment with regular risk assessment carried out by the Headteachers and HR manager according to Trust guidelines, and are treated equally in regard to career development and promotion opportunities. The latter are designed around career stage criteria rather than subjective criteria, so that all employees can benefit from appropriate developmental opportunities alongside their individual career plans, eg. NPQs, other programmes for teaching and leadership staff, which are an entitlement for all.

Full details of these policies are available from the Academy Trust's offices.

SUCCESS ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Structure, governance and management (continued)

Engagement with suppliers, customers and others in a business relationship with the Academy Trust

In accordance with the large and medium sized Companies and Groups (Accounts and Reports) Regulations 2008 as amended by the Companies (Miscellaneous Reporting) Regulations 2018, this section also constitutes the Company's statement on engagement with, and having due regard to the interest of our key stakeholders.

The Trust holds engagement with its stakeholders at the heart of what it was formed to do with its key ethos being "Building Leadership and Character together", its key aims are to:

- Secure high achievement for all
- Understand, value and respect everyone
- Collaborate and contribute within a supportive community of learning and partnerships
- Challenge every barrier to success
- Excel in all we do
- Share and celebrate best practice, expertise and achievements
- Strengthen opportunities for partnership, process and people

The Trust engages with its suppliers through its procurement procedures and ongoing contract monitoring through the lifecycle of those contracts to ensure compliance to expected standards. The majority of the Trust's purchases are paid from public funds and as such the Trust will look to achieve best value for money on all purchases as well as maintaining the integrity of this funding by following the general principles of probity, accountability and fairness through its procurement arrangements which includes clear levels of financial delegation for spending decisions.

The Trust and its Academies actively engage with its parents and carers of its pupils via a variety of methods in order to gain "parent voice" feedback including meetings, telephone calls, parents' evenings, online communication platforms, personal emails, websites and social media as well as seeking the views of parents and carers through parent forum meetings, parental questionnaires and associated Parent Teacher Associations collaboration. Communication methods are personalised where needed to support accessibility arrangements. We also run regular parent surveys within each academy, analysed and responded to at individual academy and Trust level. Trust newsletters and regular Trust events and news are shared with parents to ensure that parents are informed about wider work.

Where any concerns are raised through our engagement with parents and carers, we aim to resolve these as quickly and as efficiently as possible and usually these can be resolved through our Academies day to day communications routes. However, for those situations where this isn't the case, the Trust has a clear complaints policy and procedure in place to support any required escalation to resolve.

The views of our pupils are also gathered through a variety of routes such as questionnaires, school councils and daily communications through a variety of class tutors, teachers and other staff. All our academies run annual surveys for pupils including curriculum voice, safeguarding feedback and targeted pupil voice.

Other key stakeholders that the Trust has business relationships with include Leicestershire County Council, with whom the Trust has regular meetings with their appropriate representatives and where the Trust has purchased some services from them these are monitored through clear service level agreements or where they have purchased services from us, through commissioning agreements for example to provide support to other schools through our TELA teaching school alliance.

The Trust works closely with the Regional Schools Commissioner to discuss performance of the Trust as well as being commissioned by them for school to school support of other local schools from time to time.

SUCCESS ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Objectives and activities

Objects and aims

Success Academy Trust (Success AT) aims to provide world class education and care that allows every young person to reach their potential in an environment where there is a commitment to work collaboratively and share each others successes; it recognises the importance of high quality teaching and learning and an embedded leadership and character development provision that is an entitlement for all students and staff. It operates a robust school improvement system with the aim of improving provision and outcomes for your people in the Trust, so that they are safe, supported and engaged learners, whatever their needs, who can achieve their full academic, social and leadership potential.

The Success AT vision is based on 'Building Leadership and Character Together'.

- Secure high achievement for all
- Understand, value and respect everyone
- Collaborate and contribute within a supportive community of learning and partnerships
- Challenge every barrier to success
- Excel in building leadership and character
- Share and celebrate best practice, expertise and achievements
- Strengthen opportunities for partnership, processes and people

SUCCESS ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Objectives and activities (continued)

Strategies and activities

CORE OFFER

The Success AT is fully cognisant of the importance of communicating its core vision, using varied media, and to develop a strong brand which is used consistently around improving outcomes for learners and building leadership and character together.

STRATEGY FOR GROWTH

The Success AT has a defined strategy for growth, balancing givers and takers across its membership through the application of SIQA categories, understands the need to build capacity in advance of new academies joining, and is focused on strengthening its current academies in terms of leadership, pupil outcomes and financial sustainability. The Success AT has a clear understanding of the impact that different types of academy joining will have on its overall leadership and governance, has a plan for optimum geographical coverage and is prepared to say 'no' where relevant, particularly where ethos and values or capacity potentially limit successful collaboration and improvement.

COLLABORATION FOR IMPACT

The Success AT values the importance of collaboration to benefit its pupils. It is committed to enhancing the effectiveness of learning in its academies by ensuring that high quality teaching and common improvement foci underpins strengthening outcomes in all academies. It aims to create a journey of improvement in academic outcomes within all academies and to build leadership and character across its whole learning community, within an inclusive ethos. The Success AT evaluates the impact of this collaboration on a regular basis. Collaboration also includes our learning alliance TELA, and external collaboration such as SSAT, and with other Trusts.

VISION AND VALUES

The Success AT has a clear and compelling vision for the future. It aims for all stakeholders to share clarity about, and be able to articulate, the moral purpose of the Trust, its values, and its mission statement of 'Building Leadership and Character together'.

ACHIEVEMENT

Achievement in the Success AT academies will build on their previous personal best, targeting year on year improved progress and outcomes for pupils/students of all abilities and in all phases.

QUALITY ASSURANCE & DATA

The Success AT has clear and agreed methods of assessment, within individual academies and of the Success AT as a whole, with termly KPI reports. The Success AT has robust peer review systems, including an annual Peer Challenge across all Ofsted inspection areas, and half termly leadership reviews, ensuring that risks are effectively and swiftly managed, and intervening where performance levels drop below expected standards.

FINANCIAL STRATEGY & CONTROL

The Success AT has transparent and clear systems for ensuring financial probity and has access to accurate and timely management information to ensure effective budgeting. The Success AT makes efficient use of economies of scale, achieving best value for top sliced funds, and also pursues alternative revenue systems to benefit the Success AT as a whole (eg. providing services beyond the Success AT itself). A sustainable educational and business plan is in place that supports the academies to meet their core objective of delivering high quality education for every child. The Trust uses its Financial Resilience and Quality Assurance process to confirm category of central support and associated guidance/challenge each year.

GOVERNANCE

The Success AT has a scheme of delegation which clearly defines responsibilities of the various levels of governance (Members, Trustees, Local Governing Committee). All members of governance at all levels are clear about their responsibilities, and have access to relevant training and information to support their defined roles. Leadership and governance across the Trust are high quality and succession planning is effective in

SUCCESS ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Objectives and activities (continued)

securing leaders of a high calibre across the Trust.

WORKFORCE DEVELOPMENT

Recruitment, training and development of the workforce of leaders, support staff and administrators aims to result in high quality provision for all of our learning community. The Success AT has in place an embedded 'Steps to Success' workforce strategy which seeks to recruit, retain and develop all staff at all levels, promoting from within wherever possible and being able to deploy staff to where they are most needed. Through the Trust and Learning Alliance, and links with other recognised and accredited external training providers, we ensure we provide high quality, appropriately accredited training and development opportunities, and career support, including personal career plans and leadership development pathways. Key roles throughout the Success AT have succession plans in place.

Public benefit

Success Academy Trust is a charitable trust which seeks to benefit the public throughout the pursuit of its stated aims.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aim and objectives and in planning future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

The Trustees have complied with their duty to have due regard to the guidance on the public benefit published by the Charity Commission in exercising their powers or duties.

SUCCESS ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report

Achievements and performance

The Key Performance Indicators for the Trust are as follows:

Trust Quality Descriptors: High Quality Inclusive Education

	2023-24	2024-25
Phonics pass rate	87%	82%
KS2 RWM	55%	62%
EBacc Entry rate	62%	65%
EBacc APS	4.2	4.2
Good/Outstanding Schools/provisions	80%	80%
Attainment 8	45	46

Trust Quality Descriptors: School Improvement

	2023-24	2024-25
Improvement – no of 2RI/In schools improved to G/O	n/a	n/a
Prevention – no of 1RI schools improved to G/O	n/a	n/a
Maintenance: no of G/O schools declined to RI/IN	0/4	0/4
Trajectory: no of IN schools improved to RI	n/a	n/a
Context: no of 2RI/In schools joined the Trust	0	0
Context: no of schools joined the Trust	0	0
Recent track record: no of 2RI/IN schools improved to G/O over last 5 years	n/a	n/a
Attendance: trend in PA in Trust schools	PA declining	PA declining
Transfers: no of schools transferred into Trust	0	0
Transfers: no of schools transferred out of Trust	0	0

Trust Quality Descriptors: Finance

	2023-24	2024-25
In receipt of notice to improve	None	None
Deficit position	No	No
Low volatility in financial trends	Yes	Yes
Regulatory concern	No	No

Trust Quality Descriptors: Governance

	2022-23	2023-24	2024-25
Governance notice to improve	No	No	No
Governance concerns raised	No	No	No

SUCCESS ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

Achievements and performance (continued)

OFSTED ratings

Cosby Primary: 12th October 2022 Good
Hallbrook Primary: 13th June 2023 Requires Improvement
Richmond Primary: 3rd December 2024 Good
Thomas Estley Community College: 29th October 2024 Good
Thomas Estley PreSchool: 28th June 2022 Good

Thomas Estley Community College

Thomas Estley Community College joined Success Academy Trust on 1 September 2016. The school was inspected in October 2024 and judged Good. It was a National Teaching School from 2013 to 2021 and is the lead school in the Thomas Estley Learning Alliance. SIQA Review Autumn 2025 retained its MAT category as 'Sufficient capacity to improve own school and some system leadership capacity'. Support is being provided to other Trust and external schools by the leads.

Thomas Estley PreSchool and Out of School Club

Thomas Estley PreSchool and Out of School Club joined Success Academy Trust on 1 September 2016. The setting was inspected in June 2022 and judged Good in all areas. SIQA Review Autumn 2025 retained its MAT category as 'Sufficient capacity to improve own school and some system leadership capacity'.

Cosby Primary School

Cosby Primary School joined Success Academy Trust on 1 February 2017. The school was last inspected on 12th October 2022 and maintained its "Good" judgment. Autumn 2025 SIQA Review retained its MAT category as 'Sufficient capacity to improve own school and some system leadership capacity'.

Hallbrook Primary School

In January 2017 the school was notified by the DfE that it had met the coasting definition based on its performance in 2014, 2015 and 2016. There has been significant support and change of leadership, and the school's effectiveness has improved, although graded as Requires Improvement in June 2023. SIQA Review Autumn 2025 judged its MAT category as 'Sufficient capacity to improve own school with some Trust support'. The school is receiving intensive support from the Trust and has recently seen improvement across all areas.

Richmond Primary School

Richmond Primary School joined Success Academy Trust on 1 February 2017. The school changed from a Maintained School to an Academy on this date. The school was graded Good by Ofsted in December 2024. SIQA Review Autumn 2025 retained its MAT category as 'Sufficient capacity to improve own school and some system leadership capacity.' Support is being provided to other Trust and external schools by the leads.

Going concern

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

SUCCESS ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

Achievements and performance (continued)

Promoting the success of the company

Success Academy Trust's core purpose of "Building Leadership and Character together" signifies our determination to collaborate for improvement with leadership and character development being the driving force to raise aspiration and life chances, and a focus on smooth transition for pupils at the heart of our work.

Our Trust includes the lead School within TELA Teaching School Alliance, sharing, leading and benefiting from its collaborative partnership ethos, its involvement in leading nationally accredited leadership programmes, its initial teacher training and professional development provision and its school improvement work across Leicestershire supports the promotion of the Trust.

The Trust provides the underpinning systems, structures and the internal and external networks to support the work in our schools, enabling them to prioritise their time on the teaching and learning strategies and outcomes at their schools. The central Trust team provides expertise to address issues and risks in a timely manner and to support school leaders to develop practice in their school.

The Trust's "Steps to Success" commitment for all our Success Academy Trust Staff provides clear entitlement to our Trust Training Package as appropriate to career stage development, role and experience; talent management development routes within the Trust with a personalised career plan; and Wellbeing for Success – our own personal wellbeing and support package for staff to flourish. We deliver effective, progressive, professional development opportunities for all staff who work within our schools. Talent spotting and succession planning throughout the Trust is an essential contributor to staff recruitment, retention and development.

The Trustees are committed to working for the benefit of the wider community. The Trust Leader represents all Leicestershire Secondary Schools in joint LA and school improvement work. Our TELA learning alliance works with partners in Leicestershire and the Midlands to provide a wide range of training programmes for school senior and middle leaders, including leadership, teaching and support staff. Several of our Trust senior management team, senior leaders and heads in schools provide training through local hubs and alliances, and also in association with the local authority and teaching school hub, as well as directly through TELA, for the benefit of schools and learners. We also run initial teacher training to secure the best teachers for our and neighbouring schools as a satellite hub of a local outstanding ITT provider. We run community intergenerational and outreach projects, and are an armed forces silver accredited employer, also hosting a sea cadet branch. We have a wide range of family support programmes within our schools.

We ensure that our school environments are fit for purpose and consider the environmental impact when making decisions with regards to our infrastructure. Some of the recent building developments in our schools have improved energy efficiency such as upgrading the integrity and insulation of our academies roofing structures, mobile buildings and installing LED lighting.

As a Trust, we place an important emphasis on the professional conduct of our staff, Trustees and visitors and all abide by a clear framework and policy. This includes being aware of equality, impartiality and the need to act fairly.

SUCCESS ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Strategic report (continued)

Financial review

The Academy Trust had a net increase in funds for the year ended 31 August 2025 of £641,664 including fixed assets movements but excluding pension reserve movements. As at 31 August 2025 the Academy Trust held £955,348 of unrestricted reserves plus £1,593,268 of unspent (non fixed asset) restricted funds. The Academy Trust therefore held combined unrestricted and non fixed asset restricted funds, being its available reserves of £2,548,616.

The Academy Trust had a fixed asset reserve of £26,030,557 being the book value of past purchases plus unspent fixed asset reserves of £1,386.

There are no significant factors going forward that are expected to impact on the normal continuing operation of the Academy, as core funding from both the Government and Local Authorities is currently expected to continue. The principal financial management policies adopted in the period are included in the Academy's internal financial policies and are typical for an Academy Trust of this size and type. There were no unusual significant events worthy of comment during the year.

The principal financial management policies adopted in year are as laid down by the Academy Trust Handbook published by DfE and are monitored by regular reviews of income and expenditure versus planned budgets at Resources and Environment Committee meetings.

The principal sources of funding for the Academy Trust are the General Annual Grant (GAG) and other DfE Group grants, such as Pupil Premium. This funding has been used to support the key educational objectives of the Academy Trust, subject to any remaining reserves.

Reserves policy

The Trustees have determined that the appropriate level of free cash reserves from a combination of restricted or unrestricted funds (excluding pension deficit restricted fund) should be equivalent to one month's worth of GAG income, this equates to approximately £848,000.

The Trustees consider that a reserves target of one month's worth of income provides sufficient working capital to enable the Trust to manage its cash flow efficiently; to cover any delays between spending and receipt of grants; to manage annual variations in pupil numbers; to provide a cushion to deal with any unexpected emergencies; and build sufficient funding to support longer term capital spending plans for the Trust's buildings.

Actual free reserves plus unspent GAG as at 31 August 2025 were £2,465,104, being higher than the target level set by the Trustees. The excess reserves above target will contribute towards the future capital improvements and future in year deficits predicted. The Academy Trust also held other available restricted funds at the year end of £83,512 mainly in relation to Pupil Premium, plus other funds as detailed within note 19. Total available reserves, being both the above figures at 31 August 2025 were £2,548,616. Cash at bank and held as investments at 31 August 2025 was £299,214 higher than total available reserves which is due principally to PAYE/NI and pension costs for August 2025 being paid over in September 2025 and Universal Infant Free School Meal income received in advance of 2025/26.

At 31 August 2025 the Academy's fixed asset reserve of £26,029,171 are funds which could only be realised if the assets were sold plus unspent funds of £1,386.

SUCCESS ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Principal risks and uncertainties

The Trust has risk management procedures and the Trustees have assessed the principal risks to which the Trust is exposed to. The most significant principal risks are:

- Academies within the Trust/the Trust unable to set balanced budgets
- Falling standards in one or more of the academies impacting on outcomes/Ofsted ratings
- LGPS pension asset; the academies' pension assets are now combined which carries risk

Summary of plans and strategies for managing these risks:

- Although in year deficit budgets are being set, all academies have reserves above Trust target for three years. Regular leadership discussions as well as audits include planning for operational change where needed where other cost saving measures have not sufficiently impacted. There is also further scrutiny through Financial Resilience Quality Assurance, through agreed curriculum led financial planning checks; continuing to share best practice and group procurement opportunities to drive value for money and recognising that a key driver in the funding of schools is pupil numbers so the Trust supporting schools in marketing themselves.
- All of the academies within the Trust work in close partnership to support and act as a critical friend in the pursuit of school improvement. The close ties within the wider Thomas Estley Learning Alliance and links to other Trusts and best practice partners provides capacity to the Trust to support improvement according to identified need and improvement partners are brokered and deployed as needed, both internal and external experts.

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 Pensions Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013. The Academy Trust has mitigated its risk in relation to this pension scheme by taking out insurance against early retirement on the grounds of ill health.

Financial risk management objectives and policies

The Trust has developed risk management procedures as outlined above. The Trustees have assessed the major risks to which the Trust is exposed and a formal review of the Trust's risk management process is undertaken on an annual basis.

SUCCESS ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Investment policy

The Academy Trust's investment strategy is to:

- Ensure adequate cash balances are maintained in the current account to cover day to day working capital requirements
- Ensure there is no risk of loss in the capital value of any cash fund invested
- Protect the capital value of any invested funds against inflation
- Optimise returns on investor funds

Regular cash flow forecasts are prepared and monitored as required by legislation to ensure the viability and sustainability of the activities of the Trust.

From time to time, operational and strategic decisions related to the education of pupils at individual Academies will result in substantial cash balances at the bank over a sustained period. These periods are identified by the Trust Operations and Finance Officer/Finance Officer as part of the normal forecasting activity and when identified, will result in the Academy making an investment in accordance with guidance provided by the Academy Trust Handbook and local financial procedures.

In making decisions regarding where and how any surplus funds should be invested, due regard will be given to the 'Risk that the return on investments is not being maximised' and 'Risk that trustees are not acting in accordance with their investment Policy' (e.g. investing in high risk investments which are not in the best interests of the academy).

Where the cash flow identifies a base level of cash funds that will be surplus to requirements, these may be invested only in the following way, as adopted by the Governing body;

- Nominated bank – NatWest Bank Plc including daily sweeping arrangement into higher interest account
- Insignis multi bank deposits solution in year to support short term fixed deposits

Fundraising

Success Academy Trust has developed a fundraising strategy to help to increase the income streams of the charity and to help build the Trust's financial resilience.

The fundraising strategy is monitored through the Trust's Finance, Audit and Risk Committee. The Fundraising strategy provides a framework for setting priorities, creating accountability and monitoring process in realising the Trust's vision in relation to its funding.

The Trustees are mindful of their responsibilities under the Charities (Protection and Social Investment) Act 2016 and understand that they have overall responsibility and accountability for the Trust under charity law including its fundraising. The Board plays a key role in setting their charity's approach to raising funds, making sure that it is followed in practice within its academies and by their volunteers and that fundraising activities reflects the Trust's values and protects the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches and undue pressure to donate.

The Trust Board and LGCs are familiar with and follow the Charity Commission's guidance "Charity Fundraising: a guide to trustee duties (CC20)" (The Guidance) which helps to ensure that the Trust complies with its legal duties and understands how to respond to any fundraising complaints.

During the year the academies within the Trust have had a number of fundraising events organised either directly by the academies or through their associated Parent Teacher Association / Friends of Association including events such as non uniform days; charity weeks, and craft fairs. All monies raised via these fundraising activities have been for the stated purpose of the individual events.

SUCCESS ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Streamlined energy and carbon reporting

The Academy Trust's greenhouse gas emissions and energy consumption for the period 1 September 2024 to 31 August 2025 are as follows:

	2025	2024
Energy consumption used to calculate emissions (kWh)	1,526,177	1,635,432
Energy consumption breakdown (kWh):		
Gas	1,024,055	1,048,902
Electricity	533,819	582,209
Transport fuel	4,302	4,322
Scope 1 emissions (in tonnes of CO2 equivalent):		
Gas consumption	187	193
Total scope 1	<hr/> 187	<hr/> 193
Scope 2 emissions (in tonnes of CO2 equivalent):		
Purchased electricity	94	121
Scope 3 emissions (in tonnes of CO2 equivalent):		
Business travel in employee-owned or rental vehicles	1	1
Total gross emissions (in tonnes of CO2 equivalent):	<hr/> 282	<hr/> 315
Intensity ratio:		
Tonnes of CO2 equivalent per pupil	<hr/> 0.15	<hr/> 0.17

Quantification and reporting methodology

We have followed the HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2025 UK Government's Conversion Factors for Company reporting.

Intensity measurement

The chosen intensity measurement ratio is total gross emissions in tonnes of CO2 equivalent per pupil, the recommended ratio for the sector.

Measures taken to improve energy efficiency

The Trust continues with energy improvements as refurbishing projects allow - e.g. replace old single glazed windows; PIRs to some lighting; and some thermostatic radiator valve replacements. The Trust continues to utilise use of video conference technology for meetings to reduce the need for travel. The Trust has an Estates Strategy which has taken into account the advice within the Good Estate Management for Schools (GEMS) toolkit that includes action/targets around sustainability which will support further improvements.

Plans for future periods

Trustees are looking to ensure appropriate capacity through considering growth, succession planning, investment in improving existing schools, whilst remaining committed to our core purpose and values and balancing improvement capacity and needs within the MAT so that learner outcomes improve sustainably.

SUCCESS ACADEMY TRUST

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Funds held as custodian on behalf of others

No funds are held on behalf of others.

Disclosure of information to auditors

Insofar as the Trustees are aware:

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

Auditors

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

The Trustees' Report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 3 December 2025 and signed on its behalf by:



M Booley
Chair of Trustees



A Collins
Accounting Officer

SUCCESS ACADEMY TRUST

GOVERNANCE STATEMENT

Scope of responsibility

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

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

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

SUCCESS ACADEMY TRUST

GOVERNANCE STATEMENT (CONTINUED)

Governance

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The Full Board of Trustees has formally met 6 times during the year.

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

Trustee	Meetings attended	Out of a possible
M Booley, Chair	6	6
A Collins, Trust Principal and Accounting Officer	6	6
S Allen	2	2
A M Blewitt	5	6
S Burton	5	6
G Dryden	1	6
K Mannion	2	6
P Trapps	5	6
E Hollis	1	2
H Milburn	4	5

During this accounting period the Trust Board has had a change of one Trustee stepping down due to family and workload issues. A further Trustee stepped down on 31 August. The Board has filled these positions and is in line to secure two new Trustees with targeted skills during September/October 2025.

The Board sets out its annual calendar of Full Board meetings and subcommittee meetings prior to the start of each year. The Board recognises its requirement to consider the financial affairs of the Trust at least 6 times a year. As part of the Trust's delegation arrangements, its Academies Local Governance Boards monitor their own finances locally. In addition, to ensure this requirement is fulfilled, in addition to scrutiny at the Full Board meetings, the Board delegates this function to its Finance, Audit and Risk Committee which ensures the central and consolidated position is reviewed more than the requirement of the Academy Trust Handbook.

It was agreed on set up of the Trust that local conflicts of interest would be worked out of the Board of Trustees over the first two years in order to ensure clear delegation and tight accountability. Currently only one conflict remains but is transparent. In addition, we declare interests at the start of every meeting and new staff/trustees are required to complete business interest forms.

The Trustee Board, supported by the Heads Advisory Group and Business Managers group has, during 2024/25 carried out work including:

- Deploying the Trust School Improvement team as needed into each school to quality assure and provide targeted school improvement support.
- Monitoring and quality assuring the impact of school improvement and quality assurance regularly, reporting this through KPIs, outcome monitoring, and headteacher/Trust Leader reports to the Trustee Board.
- Developing and pursuing models for Trust growth and sustainability including marketing and future based planning, succession planning and appropriate investment.
- Establishing and reviewing performance against appropriate KPIs (both primary and secondary outcome focused as well as Trust wide KPIs).
- Self evaluating the Trust against DfE recommended models of best practice and buying in external reviewer time (school performance and finance) to ensure that self evaluation is accurate and well informed.
- Implementing the Strategic Plan for the Trust to meet its main priority outcomes.
- Continuing to develop a central core service model across all operational and finance areas, as well as dedicated school improvement support and TELA learning alliance training and networks.
- Supporting leadership changes including inducting/supporting two new headteachers and implementing a transitional model from May 2025 to grow the team of central operational and finance team leads.

SUCCESS ACADEMY TRUST

GOVERNANCE STATEMENT (CONTINUED)

Governance (continued)

The Finance, Audit and Risk Committee (FAR) is a sub committee of the main Board of Trustees. Its purpose is to consider and recommend acceptance or non acceptance of the Academies' budgets to the Trust Board with consideration of future years' budget plans shared by the Academies. Its remit includes Risk management and the remit of the Audit committee as suggested in the Academy Trust Handbook. It reviews the income and expenditure on a regular basis to ensure all funds are used for the purposes of the Academies/Trust and in accordance with the terms of the funding agreement. It monitors academies finances in line with the approved budget forecast with scrutiny of significant variances to ensure appropriate in year adjustments made.

Specific work during the year included review of Principal Risk Register for the Trust; to consider the development of the core services offer; to organise internal audit services and shared financial controls; to review 3 year budget plans and consolidated budget forecast return; and to continue to consolidate efficiencies of contracts and collaborative working.

During the year, there were 5 FAR meetings (one of which was part of a Full Meeting). Consideration of Finance matters were also made at Full meetings to ensure six reviews during the year.

Attendance during the year at meetings was as follows:

Trustee	Meetings attended	Out of a possible
M Booley	3	5
S Burton, Chair	4	5
A Collins	5	5
G Dryden	1	5
P Trapps	3	5
H Milburn	4	5
S Allen	0	1

SUCCESS ACADEMY TRUST

GOVERNANCE STATEMENT (CONTINUED)

Governance (continued)

The Curriculum, Standards and Performance Committee is a sub committee of the Board of Trustees. Its purpose is to evaluate the performance of the Academies against KPIs set by the Trust Board (in consultation with the relevant Local Governance Board). The Heads Advisory Group work collaboratively to supply appropriate data to the committee in an agreed format to aid comparison.

Attendance during the year at meetings was as follows:

Trustee	Meetings attended	Out of a possible
M Booley	3	3
A M Blewitt, Chair	3	3
S Burton	1	1
K Mannion	1	3
E Hollis	2	2
A Collins	3	3

Through the collaborative work of the Heads Advisory group, the Board of Trustees, the Trust Principal, and the SBMs, the Trust has created secure and quality assured systems and processes to ensure that the quality of the data presented to the Board against the agreed traffic lighted KPIs has been timely and presented in a format that allows easy benchmarking and monitoring of progress. This also mirrors best practice elsewhere and is supported by Peer Challenge and other reviews as well as termly Trust Leader Quality Assurance visits. The Board has found this acceptable in enabling it to administer the correct amount of support and in making effective judgments against targeted outcomes.

Review of value for money

As accounting officer, the Principal has responsibility for ensuring that the Academy Trust delivers good value in the use of public resources. The Accounting Officer understands that value for money refers to the educational and wider societal outcomes, as well as estates safety and management, achieved in return for the taxpayer resources received.

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

- Standardised financial planning, forecasting, monitoring and reporting of the trust's academies through imbedding use of the Centralised Financial Management System and budgeting tool.
- Carrying out a number of central contract checks across the Trust including energy and grounds maintenance to ensure best value is achieved.
- An Internal audit undertaken by external consultant to look at areas of risk management, payroll, bank and cash management, ordering and invoicing.
- Central management, preparation and submitting of statutory consolidated returns and quarterly VAT (MTD) returns.
- Working collaboratively to support best value decisions purchases.

SUCCESS ACADEMY TRUST

GOVERNANCE STATEMENT (CONTINUED)

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of Academy Trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Success Academy Trust for the year 1 September 2024 to 31 August 2025 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 Academy 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 Academy Trust's significant risks that has been in place for the year 1 September 2024 to 31 August 2025 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 Academy Trust's system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability. In particular, it includes:

- 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, Audit and Risk 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
- Identification and management of risks

The Board of Trustees has decided to employ Claire Carter as internal auditor.

The Board of Trustees has decided to use Claire who is an experienced former Chief Finance Officer of a local MAT.

This option provides independent assurance around financial processes in line with the Trust's Financial Procedures handbook.

The purpose of this internal audit was to giving advice on financial matters and performing a range of checks on the Trust's financial systems. In particular the checks carried out in the current period included:

- testing of payroll systems
- testing of purchase systems
- testing of control accounts/bank reconciliations
- testing of financial systems and controls

On an annual basis, the reviewer reports to the Board of Trustees, through the Finance, Audit and Risk Committee on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities. On an annual basis the reviewer prepares a summary report to the committee outlining the areas reviewed, key findings, recommendations and conclusions to help the committee consider actions and assess year on year progress.

SUCCESS ACADEMY TRUST

GOVERNANCE STATEMENT (CONTINUED)

The risk and control framework (continued)

The internal audits were carried out in August and October covering the financial year 1 September 2024 – 31 August 2025.

Review of effectiveness

As accounting officer, the Principal 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 financial management and governance self-assessment process;
- the work of the executive managers within the Academy Trust who have responsibility for the development and maintenance of the internal control framework; and
- the work of the external auditors.

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

Conclusion

Based on the advice of the audit and risk committee and the accounting officer, the board of trustees is of the opinion that the academy trust has an adequate and effective framework for governance, risk management and control.

Approved by order of the members of the Board of Trustees on 3 December 2025 and signed on their behalf by:



M Booley
Chair of Trustees



A Collins
Accounting Officer

SUCCESS ACADEMY TRUST

STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE

As accounting officer of Success Academy Trust, I confirm that I have had due regard to the framework of authorities governing regularity, propriety and compliance, including the trust's funding agreement with DfE, and the requirements of the Academy Trust Handbook, including responsibilities for estates safety and management. I have also considered my responsibility to notify the academy trust board of trustees and DfE of material irregularity, impropriety and non-compliance with terms and conditions of all funding, including for estates safety and management.

I confirm that I, and the Board of Trustees are able to identify any material irregular or improper use of all funds by the Academy Trust, or material non-compliance with the framework of authorities.

I confirm that no instances of material irregularity, impropriety or 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 DfE.



A Collins
Accounting Officer
Date: 3 December 2025

SUCCESS ACADEMY TRUST

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 AUGUST 2025

The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with the Academies Accounts Direction published by the Department for Education, 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 of the Charities SORP 2019 and the Academies Accounts Direction 2024 to 2025;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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 grants received from 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 3 December 2025 and signed on its behalf by:



M Booley
Chair of Trustees

SUCCESS ACADEMY TRUST

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

Opinion

We have audited the financial statements of Success Academy Trust (the 'academy trust') for the year ended 31 August 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2019 and the Academies Accounts Direction 2024 to 2025 issued by the Department for Education.

In our opinion the financial statements:

- give a true and fair view of the state of the Academy Trust's affairs as at 31 August 2025 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2024 to 2025 issued by the Department for Education.

Basis for opinion

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

Conclusions relating to going concern

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 Academy Trust'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.

SUCCESS ACADEMY TRUST

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

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

SUCCESS ACADEMY TRUST

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

Auditors' responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the Academy Trust and its activities, we identified that the principal risks of noncompliance with laws and regulations related to the funding agreement with the Department of Education, UK tax legislation, pensions legislation, employment regulation and health and safety regulation, anti-bribery, corruption and fraud, money laundering, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as the Companies Act 2006, the Charities SORP (2nd Edition) and the Academies Accounts Direction 2024 to 2025.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect of non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate those charged with governance, as to whether the Academy Trust is in compliance with laws and regulations, and discussing their policies and procedures regarding compliance with laws and regulations;
- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the Academy Trust which were contrary to applicable laws and regulations, including fraud.

We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as the funding agreement with the Department of Education, tax legislation, pension legislation, the Companies Act 2006, the Charities SORP (2nd Edition) and the Academies Accounts Direction 2024 to 2025.

In addition, we evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, in particular in relation to income recognition and significant one-off or unusual transactions.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquires of the Trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

SUCCESS ACADEMY TRUST

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

There are inherent limitations in the audit procedures described above. The more removed non-compliance with laws and regulations is, from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by forgery or intentional misrepresentation, for example, or through collusion.

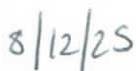
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

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



Luke Turner FCA FCCA (Senior Statutory Auditor)
for and on behalf of
Magma Audit LLP
Chartered Accountants
Statutory Auditors
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Magma Audit LLP is part of The Dains Group



SUCCESS ACADEMY TRUST

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO SUCCESS ACADEMY TRUST AND THE SECRETARY OF STATE FOR EDUCATION

In accordance with the terms of our engagement letter dated 24 September 2024 and further to the requirements of the Department for Education (DfE) as included in the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts 2024 to 2025, we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest, in all material respects, the expenditure disbursed and income received by Success Academy Trust during the year 1 September 2024 to 31 August 2025 have not been applied to the purposes identified by Parliament and that the financial transactions do not conform to the authorities which govern them.

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

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

The accounting officer is responsible, under the requirements of Success Academy Trust's funding agreement with the Secretary of State for Education dated 31 August 2016 and the Academy Trust Handbook, extant from 1 September 2024, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts 2024 to 2025. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the year 1 September 2024 to 31 August 2025 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Approach

We conducted our engagement in accordance with the Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by DfE. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

The work undertaken to draw our conclusion includes:

- On a sample basis testing transactions and balances
- Making enquiries of the Academy Trust regarding systems and controls in place that are relevant to our regularity conclusion
- On a sample basis reviewing for evidence of those systems and controls in operations.

SUCCESS ACADEMY TRUST

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO SUCCESS ACADEMY TRUST AND THE SECRETARY OF STATE FOR EDUCATION (CONTINUED)

Conclusion

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 2024 to 31 August 2025 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

Magma Audit LLP

Reporting Accountant
Magma Audit LLP
Chartered Accountants
Statutory Auditors
Unit 2, Charnwood Edge Business Park
Syston Road
Cossington
Leicestershire
LE7 4UZ
Magma Audit LLP is part of The Dains Group

Date: 8/12/25

SUCCESS ACADEMY TRUST

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2025**

	Note	Unrestricted funds 2025	Restricted funds 2025	Restricted fixed asset funds 2025	Total funds 2025	Total funds 2024
Income from:						
Donations and capital grants	3	-	158,265	1,670,100	1,828,365	1,378,024
Other trading activities	5	324,133	-	-	324,133	473,087
Investments	6	75,075	78,000	-	153,075	102,000
Charitable activities		85,567	12,777,882	-	12,863,449	11,855,892
Total income		484,775	13,014,147	1,670,100	15,169,022	13,809,003
Expenditure on:						
Raising funds		321,316	-	-	321,316	125,028
Educational operations	7	81,398	12,580,225	1,261,419	13,923,042	13,193,392
Total expenditure		402,714	12,580,225	1,261,419	14,244,358	13,318,420
Net income		82,061	433,922	408,681	924,664	490,583
Transfers between funds	19	-	(384,732)	384,732	-	-
Net movement in funds before other recognised gains/(losses)		82,061	49,190	793,413	924,664	490,583
Other recognised gains/(losses):						
Actuarial gains on defined benefit pension schemes	26	-	2,391,000	-	2,391,000	624,000
Pension surplus not recognised	26	-	(2,674,000)	-	(2,674,000)	(989,000)
Net movement in funds		82,061	(233,810)	793,413	641,664	125,583
Reconciliation of funds:						
Total funds brought forward		873,287	1,827,078	25,237,144	27,937,509	27,811,926
Net movement in funds		82,061	(233,810)	793,413	641,664	125,583
Total funds carried forward		955,348	1,593,268	26,030,557	28,579,173	27,937,509

The notes on pages 37 to 67 form part of these financial statements.

SUCCESS ACADEMY TRUST
REGISTERED NUMBER: 08135389

BALANCE SHEET
AS AT 31 AUGUST 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	14	26,029,171	25,229,637
		<hr/>	<hr/>
		26,029,171	25,229,637
Current assets			
Stocks	15	1,745	1,745
Debtors	16	615,064	653,808
Investments	17	1,514,447	-
Cash at bank and in hand		1,333,383	3,311,555
		<hr/>	<hr/>
		3,464,639	3,967,108
Current liabilities			
Creditors: amounts falling due within one year	18	(914,637)	(1,259,236)
		<hr/>	<hr/>
Net current assets		2,550,002	2,707,872
		<hr/>	<hr/>
Total assets less current liabilities		28,579,173	27,937,509
		<hr/>	<hr/>
Net assets		28,579,173	27,937,509
		<hr/>	<hr/>
Total net assets		28,579,173	27,937,509
		<hr/>	<hr/>
Funds of the Academy Trust			
Restricted funds:			
Fixed asset fund	19	26,030,557	25,237,144
Restricted income fund	19	1,593,268	1,827,078
		<hr/>	<hr/>
Total restricted funds	19	27,623,825	27,064,222
Unrestricted income funds	19	955,348	873,287
		<hr/>	<hr/>
Total funds		28,579,173	27,937,509
		<hr/>	<hr/>

The financial statements on pages 34 to 67 were approved by the Trustees, and authorised for issue on 03 December 2025 and are signed on their behalf, by:



M Booley
Chair of Trustees

The notes on pages 37 to 67 form part of these financial statements.

SUCCESS ACADEMY TRUST

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash used in operating activities	21	(147,948)	(300,751)
Cash flows from investing activities	22	(1,830,224)	(59,573)
Change in cash and cash equivalents in the year		(1,978,172)	(360,324)
Cash and cash equivalents at the beginning of the year		3,311,555	3,671,879
Cash and cash equivalents at the end of the year	23, 24	1,333,383	3,311,555

The notes on pages 37 to 67 form part of these financial statements

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting policies

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

1.1 Basis of preparation of financial statements

The financial statements of the Academy Trust, which is a public benefit entity under FRS 102, have been prepared under the historic cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2024 to 2025 issued by DfE, the Charities Act 2011 and 2022 and the Companies Act 2006.

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

1.2 Going concern

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

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting policies (continued)

1.3 Income

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

- **Grants**

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

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

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

- **Donations**

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

- **Other income**

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

- **Transfer on conversion**

Where assets and liabilities are received by the Academy Trust on conversion to an academy, the transferred assets are measured at fair value and recognised in the Balance Sheet at the point when the risks and rewards of ownership pass to the Academy Trust. An equal amount of income is recognised as a transfer on conversion within 'Income from Donations and Capital Grants' to the net assets received. The land and buildings are held on a 125 year lease with the Local Authority. The cost of the land and buildings was arrived at using the DfE standard valuation on a depreciated replacement cost basis provided to the academy. This provided a value for the land and buildings as at the date of conversion.

- **Transfer of existing academies into the Academy Trust**

Where assets and liabilities are received on the transfer of an existing academy into the Academy Trust, the transferred assets are measured at fair value and recognised in the Balance Sheet at the point when the risks and rewards of ownership pass to the Academy Trust. An equal amount of income is recognised for the transfer of an existing academy into the Academy Trust within 'Income from Donations and Capital Grants' to the net assets acquired.

- **Donated fixed assets (excluding transfers on conversion or into the Academy Trust)**

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

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting policies (continued)

1.4 Expenditure

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

- **Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.

1.5 Interest receivable

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

1.6 Taxation

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

1.7 Tangible fixed assets

Assets costing £1,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

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

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

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting policies (continued)

1.7 Tangible fixed assets (continued)

Depreciation is provided on the following bases:

Leasehold buildings	- 2% straight line
Leasehold land (125 year lease)	- over 125 years
Furniture and fittings	- 15-25% straight line
Computer equipment	- 33% straight line
Assets under construction	- not depreciated

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.

1.8 Current asset investments

Current asset investments are cash or cash equivalents with a maturity date of less than one year valued at fair value.

1.9 Stocks

Unsold uniforms and catering stocks are valued at the lower of cost or net realisable value.

1.10 Debtors

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

1.11 Cash at bank and in hand

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

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

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting policies (continued)

1.13 Financial instruments

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

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 16. Prepayments are not financial instruments. Amounts due to the Academy Trust's wholly owned subsidiary are held at face value less any impairment.

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

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

1.14 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting policies (continued)

1.15 Pensions

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

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

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

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

The Academy will recognise a plan surplus as a defined benefit plan asset only to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan.

1.16 Fund accounting

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

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

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

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

2. Critical accounting estimates and areas of judgment

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

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

Critical accounting estimates and assumptions:

Defined benefit pension scheme

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 26, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 has been used by the actuary in valuing the pensions liability at 31 August 2025. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 15 for the carrying amount of the property plant and equipment, and note 1.7 for the useful economic lives for each class of assets.

3. Income from donations and capital grants

	Restricted funds 2025 £	Restricted fixed asset funds 2025 £	Total funds 2025 £	Total funds 2024 £
Parental contributions	158,265	-	158,265	221,360
Capital grants	-	1,670,100	1,670,100	1,156,664
	158,265	1,670,100	1,828,365	1,378,024
<i>Total 2024</i>	<i>221,360</i>	<i>1,156,664</i>	<i>1,378,024</i>	

SUCCESS ACADEMY TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

4. Funding for the Academy Trust's charitable activities

	Unrestricted funds 2025	Restricted funds 2025	Total funds 2025	Total funds 2024
	£	£	£	£
Educational Operations				
DfE grants				
General Annual Grant (GAG)	-	10,179,601	10,179,601	9,622,906
Other DfE grants				
Pupil Premium	-	453,397	453,397	432,764
Core Schools Budget Grant (CSBG)	-	363,897	363,897	-
Mainstream school additional grant	-	-	-	328,072
Others	-	634,716	634,716	532,573
	-	11,631,611	11,631,611	10,916,315
Other Government grants				
Special educational needs	-	595,129	595,129	483,819
Local authority grants	-	1,550	1,550	6,385
Nursery income	-	312,525	312,525	206,089
	-	909,204	909,204	696,293
Other income from the Academy Trust's educational operations	85,567	237,067	322,634	243,284
	85,567	12,777,882	12,863,449	11,855,892
	85,567	12,777,882	12,863,449	11,855,892
Total 2024	287,066	11,568,826	11,855,892	
	=====	=====	=====	

SUCCESS ACADEMY TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

5. Income from other trading activities

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Nursery and extended services	160,659	160,659	136,140
Lettings income	74,720	74,720	66,081
Other income	88,754	88,754	270,866
	<hr/> 324,133	<hr/> 324,133	<hr/> 473,087
<i>Total 2024</i>	<hr/> 473,087	<hr/> 473,087	

6. Investment income

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Bank interest	75,075	-	75,075	69,000
LGPS pension income	-	78,000	78,000	33,000
	<hr/> 75,075	<hr/> 78,000	<hr/> 153,075	<hr/> 102,000
<i>Total 2024</i>	<hr/> 69,000	<hr/> 33,000	<hr/> 102,000	

SUCCESS ACADEMY TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

7. Expenditure

	Staff Costs 2025 £	Premises 2025 £	Other 2025 £	Total 2025 £	Total 2024 £
Expenditure on fundraising trading activities:					
Allocated support costs	187,983	69,331	64,002	321,316	125,028
Educational operations:					
Direct costs	8,446,423	560,006	1,303,638	10,310,067	9,778,912
Allocated support costs	2,044,913	781,772	786,290	3,612,975	3,414,480
	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
<i>Total 2024</i>	10,257,986	1,426,215	1,634,219	13,318,420	
	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>	

8. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £	Total funds 2024 £
Educational operations	10,310,067	3,612,975	13,923,042	13,193,392
<i>Total 2024</i>	9,778,912	3,414,480	13,193,392	

SUCCESS ACADEMY TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

8. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2025 £	Total funds 2024 £
Staff costs	8,446,423	7,867,410
Depreciation	590,909	588,443
Supply staff costs	148,408	179,488
Technology costs	158,776	174,463
Educational supplies	288,072	266,681
Staff development	49,100	56,675
Educational consultancy	311,792	280,663
Other direct costs	316,587	365,089
	<hr/> 10,310,067	<hr/> 9,778,912
	<hr/> <hr/>	<hr/> <hr/>

Analysis of support costs

	Total funds 2025 £	Total funds 2024 £
Staff costs	1,881,288	2,086,060
Depreciation	196,970	196,147
Technology costs	30,301	3,764
Legal and professional fees	64,472	97,165
Maintenance of premises and equipment	148,922	209,359
Cleaning	45,460	47,524
Rates	32,495	27,107
Energy costs	193,449	357,877
Insurance	95,178	37,571
Catering	405,478	308,230
Bank charges	9,535	10,231
Other support costs	4,995	6,174
Loss on disposal of tangible fixed assets	473,540	-
Governance costs	30,892	27,271
	<hr/> 3,612,975	<hr/> 3,414,480
	<hr/> <hr/>	<hr/> <hr/>

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

9. Net income

Net income for the year includes:

	2025 £	2024 £
Operating lease rentals	4,745	2,697
Depreciation of tangible fixed assets	747,359	784,590
Fees paid to auditors for:		
- audit	25,000	22,750
- other services	5,500	4,520
	<hr/>	<hr/>

10. Staff

a. Staff costs and employee benefits

Staff costs during the year were as follows:

	2025 £	2024 £
Wages and salaries	7,793,339	7,614,001
Social security costs	829,566	712,569
Pension costs	1,908,006	1,751,928
	<hr/>	<hr/>
Agency staff costs	148,408	179,488
	<hr/>	<hr/>
	10,679,319	10,257,986
	<hr/>	<hr/>

Staff restructuring costs comprise:

	2025 £	2024 £
Redundancy payments	-	41,181
	<hr/>	<hr/>
	-	41,181
	<hr/>	<hr/>

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

10. Staff (continued)

b. Staff numbers

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

	2025 No.	2024 No.
Management	10	9
Teachers	100	108
Support staff	174	192
	<hr/> 284	<hr/> 309
	<hr/> <hr/>	<hr/> <hr/>

c. Higher paid staff

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

	2025 No.	2024 No.
In the band £60,001 - £70,000	3	2
In the band £70,001 - £80,000	2	3
In the band £80,001 - £90,000	2	3
In the band £90,001 - £100,000	1	1
In the band £120,000 - £130,000	1	1
	<hr/> <hr/>	<hr/> <hr/>

d. Key management personnel

The key management personnel of the Academy Trust comprise the Trustees and the senior management team as listed on page 1. The total amount of key management personnel benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy Trust was £669,621 (2024 - £599,982).

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

11. Central services

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

- human resources
- financial services
- legal services
- educational support services
- others as arising

The Academy Trust charges for these services on the following basis:

3.5% of GAG funding (2024 - 3.5%).

The actual amounts charged during the year were as follows:

	2025 £	2024 £
Thomas Estley Community College	194,840	180,448
Cosby Primary School	46,146	44,249
Richmond Primary School	83,095	80,315
Hallbrook Primary School	30,737	29,695
Total	354,818	334,707

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

12. Trustees' remuneration and expenses

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

A Collins (Trust Principal and Trustee)

Remuneration £125,000 - £130,000 (2024: £120,000 - £125,000)

Employer's pension contributions £35,000 - £40,000 (2024: £30,000 - £35,000)

During the year ended 31 August 2025, no Trustee expenses have been incurred (2024 - £NIL).

13. Trustees' and Officers' insurance

The Academy Trust has opted into the Department for Education's risk protection arrangement (RPA), an alternative to insurance where UK government funds cover losses that arise. This scheme protects Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business, and provides cover up to £10,000,000. It is not possible to quantify the Trustees and officers indemnity element from the overall cost of the RPA scheme membership.

SUCCESS ACADEMY TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

14. Tangible fixed assets

	Long-term leasehold property £	Furniture and equipment £	Computer equipment £	Total £
Cost or valuation				
At 1 September 2024	28,868,892	1,612,920	800,206	31,282,018
Additions	1,780,688	264,362	26,195	2,071,245
Disposals	(592,954)	-	-	(592,954)
At 31 August 2025	<u>30,056,626</u>	<u>1,877,282</u>	<u>826,401</u>	<u>32,760,309</u>
Depreciation				
At 1 September 2024	3,870,758	1,463,068	718,555	6,052,381
Charge for the year	606,845	125,863	55,170	787,878
On disposals	(109,121)	-	-	(109,121)
At 31 August 2025	<u>4,368,482</u>	<u>1,588,931</u>	<u>773,725</u>	<u>6,731,138</u>
Net book value				
At 31 August 2025	<u>25,688,144</u>	<u>288,351</u>	<u>52,676</u>	<u>26,029,171</u>
At 31 August 2024	<u>24,998,134</u>	<u>149,852</u>	<u>81,651</u>	<u>25,229,637</u>

See note 1.3 regarding assets transferred on conversion.

15. Stocks

	2025 £	2024 £
Classroom and other materials	<u>1,745</u>	<u>1,745</u>

SUCCESS ACADEMY TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

16. Debtors

	2025 £	2024 £
Due within one year		
Trade debtors	13,980	34,561
VAT recoverable	97,733	122,200
Prepayments and accrued income	503,351	497,047
	<hr/> 615,064	<hr/> 653,808
	<hr/> <hr/>	<hr/> <hr/>

17. Current asset investments

	2025 £	2024 £
Current asset investments	1,514,447	-
	<hr/> <hr/>	<hr/> <hr/>

Current asset investments consists of £514,447 held in various fixed interest rate deposit accounts with Insignis Asset Management Limited and £1,000,000 held in a 95 day fixed term deposit account with Lloyds Bank.

18. Creditors: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	71,260	42,500
Other taxation and social security	211,344	161,329
Other creditors	231,215	240,987
Accruals and deferred income	400,818	814,420
	<hr/> 914,637	<hr/> 1,259,236
	<hr/> <hr/>	<hr/> <hr/>

	2025 £	2024 £
Deferred income		
Deferred income at 1 September 2024	516,364	235,843
Resources deferred during the year	182,873	516,364
Amounts released from previous periods	(516,364)	(235,843)
	<hr/> 182,873	<hr/> 516,364
	<hr/> <hr/>	<hr/> <hr/>

The closing balance of deferred income mainly relates to parental contributions and Universal Infant Free School Meals income received in advance of the 2025/26 academic year.

SUCCESS ACADEMY TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

19. Statement of funds

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2025 £
Unrestricted funds						
General funds	641,883	399,208	(321,315)	-	-	719,776
Learning alliance	231,404	85,567	(81,399)	-	-	235,572
	<hr/> 873,287	<hr/> 484,775	<hr/> (402,714)	<hr/> -	<hr/> -	<hr/> 955,348
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Restricted general funds						
General Annual Grant (GAG)	1,792,556	10,179,601	(10,077,669)	(384,732)	-	1,509,756
Pupil Premium	24,835	453,397	(411,132)	-	-	67,100
Core Schools Budget Grant	-	363,897	(363,897)	-	-	-
Other DfE Group grants	-	634,716	(625,218)	-	-	9,498
Free Early Education Entitlement	-	312,525	(312,525)	-	-	-
Special educational needs	-	595,129	(595,129)	-	-	-
Other government grants	2,318	1,550	(1,550)	-	-	2,318
Other income	6,796	237,067	(239,267)	-	-	4,596
Parental Contributions	573	158,265	(158,838)	-	-	-
Pension reserve	-	78,000	205,000	-	(283,000)	-
	<hr/> 1,827,078	<hr/> 13,014,147	<hr/> (12,580,225)	<hr/> (384,732)	<hr/> (283,000)	<hr/> 1,593,268
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

SUCCESS ACADEMY TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

19. Statement of funds (continued)

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2025 £
Restricted fixed asset funds						
DfE Group capital grants	2,608,572	1,662,981	(269,880)	359,490	-	4,361,163
Transfer from ESFA	3,327,558	-	(62,890)	-	-	3,264,668
Transfer from Local Authority	14,923,467	-	(741,772)	-	-	14,181,695
Local Authority donation	2,815,139	7,119	(59,009)	3,449	-	2,766,698
Capital expenditure from GAG	1,155,322	-	(103,925)	16,363	-	1,067,760
Other government grants	407,086	-	(23,943)	5,430	-	388,573
	<hr/> 25,237,144	<hr/> 1,670,100	<hr/> (1,261,419)	<hr/> 384,732	<hr/> -	<hr/> 26,030,557
Total Restricted funds	<hr/> 27,064,222	<hr/> 14,684,247	<hr/> (13,841,644)	<hr/> -	<hr/> (283,000)	<hr/> 27,623,825
Total funds	<hr/> 27,937,509	<hr/> 15,169,022	<hr/> (14,244,358)	<hr/> -	<hr/> (283,000)	<hr/> 28,579,173

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

Restricted funds

The General Annual Grant (GAG) relates to the school's development and operational activities. The transfer from GAG relates to funding towards fixed asset additions in the year.

Pupil Premium relates to additional funding received to raise the attainment of disadvantaged pupils of all abilities and to close the gaps between them and their peers.

Core Schools Budget Grant (CSBG) is additional funding provided to support schools with increased cost pressures. The CSBG is in addition to the Trust's core funding allocation through the National Funding Formula. All funds were fully spent during the year.

The Other DfE Group grants consist of Universal Infant Free School Meals (UIFSM), PE Sports Grant, teacher's pay grant, teacher's pension grant, NI grant and National Tutoring Programme grant income.

Free Early Education Entitlement income has been provided to fund early years provision, including

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

19. Statement of funds (continued)

staffing and resources for children in nursery and early years settings. All funds were fully spent during the year.

Special Educational Needs (SEN) income has been provided to fund teaching assistants and educational support staff salaries. All funding has been fully spent in the year.

Other income consists of catering income received and fully spent within the year. The balance consists of an unspent information technology donation.

Parental contributions relate to income received for educational visits. All funds received during the year were fully spent during the year.

The pension reserve relates to the Trust's share of the Leicestershire County Council's Local Government Pension Scheme.

Restricted fixed asset funds

DfE Group capital grants relate to funding received from these sources to purchase fixed assets. The closing balance relates to the net book value of the assets concerned plus unspent funds.

The transfer from the DfE relates to the value of leasehold land and buildings plus moveable assets transferred from the DfE to the Academy on conversion to a Multi-Academy Trust. The closing balance relates to the net book value of the assets concerned.

The transfer from Local Authority relates to leasehold land and buildings transferred from the Local Authority into the Academy Trust on conversion. The closing balance relates to the net book value of the assets concerned.

The donation from the Local Authority consists of leasehold buildings donated to the Trust.

Capital expenditure from GAG relates to capitalised expenditure allocated to the GAG within this grant's terms. The income element is shown as a transfer from restricted and unrestricted funds, where the GAG is received, to the restricted fixed assets fund where it has been spent.

Other government grants relates to SEND unit funding received in relation to the development of an enhanced resource base for pupils with Communication and Interaction needs on the Thomas Estley Community College site. The closing balance relates to the net book value of the assets concerned.

Under the funding agreement with the Secretary of State, the Academy Trust was not subject to a limit on the amount of GAG it could carry forward at 31 August 2025.

SUCCESS ACADEMY TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

19. Statement of funds (continued)

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

	<i>Balance at 1 September 2023</i> £	<i>Income</i> £	<i>Expenditure</i> £	<i>Transfers in/out</i> £	<i>Gains/ (Losses)</i> £	<i>Balance at 31 August 2024</i> £
Unrestricted funds						
General funds	625,085	748,176	(731,378)	-	-	641,883
Learning alliance	260,305	80,977	(109,878)	-	-	231,404
	<u>885,390</u>	<u>829,153</u>	<u>(841,256)</u>	<u>-</u>	<u>-</u>	<u>873,287</u>
Restricted general funds						
General Annual Grant (GAG)	2,045,437	9,622,906	(9,777,472)	(98,315)	-	1,792,556
Pupil Premium	18,219	432,764	(426,148)	-	-	24,835
Core Schools Budget Grant	-	328,072	(328,072)	-	-	-
Other DfE Group grants	25,538	532,573	(558,111)	-	-	-
Other government grants	80,442	490,204	(550,278)	(18,050)	-	2,318
Other income	7,622	162,307	(163,133)	-	-	6,796
Parental Contributions	573	221,360	(221,360)	-	-	573
Pension reserve	-	33,000	332,000	-	(365,000)	-
	<u>2,177,831</u>	<u>11,823,186</u>	<u>(11,692,574)</u>	<u>(116,365)</u>	<u>(365,000)</u>	<u>1,827,078</u>
Restricted fixed asset funds						
DfE Group capital grants	2,131,251	702,647	(230,326)	5,000	-	2,608,572
Transfer from ESFA	3,390,448	-	(62,890)	-	-	3,327,558
Transfer from Local Authority	15,203,352	-	(279,885)	-	-	14,923,467
Local Authority donation	2,431,436	454,017	(70,314)	-	-	2,815,139

SUCCESS ACADEMY TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

19. Statement of funds (continued)

	<i>Balance at 1 September 2023</i> £	<i>Income</i> £	<i>Expenditure</i> £	<i>Transfers in/out</i> £	<i>Gains/ (Losses)</i> £	<i>Balance at 31 August 2024</i> £
Capital expenditure from GAG	1,160,928	-	(116,971)	111,365	-	1,155,322
Other government grants	431,290	-	(24,204)	-	-	407,086
	<u>24,748,705</u>	<u>1,156,664</u>	<u>(784,590)</u>	<u>116,365</u>	<u>-</u>	<u>25,237,144</u>
Total Restricted funds	26,926,536	12,979,850	(12,477,164)	-	(365,000)	27,064,222
Total funds	27,811,926	13,809,003	(13,318,420)	-	(365,000)	27,937,509

Total funds analysis by academy

Fund balances at 31 August 2025 were allocated as follows:

	2025 £	2024 £
Thomas Estley Community College	1,320,164	1,666,763
Cosby Primary School	253,103	226,576
Richmond Primary School	676,943	556,474
Hallbrook Primary School	133,183	77,483
Central Services	165,223	173,069
 Total before fixed asset funds and pension reserve	 2,548,616	 2,700,365
Restricted fixed asset fund	26,030,557	25,237,144
 Total	 <u>28,579,173</u>	 <u>27,937,509</u>

SUCCESS ACADEMY TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

19. Statement of funds (continued)

Total cost analysis by academy

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

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2025 £	Total 2024 £
Thomas Estley Community College	4,303,130	1,290,791	87,270	1,232,243	6,913,434	6,510,106
Cosby Primary School	1,260,547	297,092	42,203	232,530	1,832,372	1,662,547
Richmond Primary School	2,014,231	351,400	51,155	583,304	3,000,090	2,775,111
Hallbrook Primary School	750,498	206,876	30,039	285,433	1,272,846	1,213,826
Central Services	116,441	85,041	2,243	234,012	437,737	372,240
Academy Trust	8,444,847	2,231,200	212,910	2,567,522	13,456,479	12,533,830
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

20. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Restricted fixed asset funds 2025 £	Total funds 2025 £
Tangible fixed assets	-	-	26,029,171	26,029,171
Current assets	955,348	2,507,905	1,386	3,464,639
Creditors due within one year	-	(914,637)	-	(914,637)
Total	955,348	1,593,268	26,030,557	28,579,173
	<hr/>	<hr/>	<hr/>	<hr/>

SUCCESS ACADEMY TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

20. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2024	Restricted funds 2024	Restricted fixed asset funds 2024	Total funds 2024
	£	£	£	£
Tangible fixed assets	-	-	25,229,637	25,229,637
Current assets	873,287	3,086,314	7,507	3,967,108
Creditors due within one year	-	(1,259,236)	-	(1,259,236)
Total	873,287	1,827,078	25,237,144	27,937,509

21. Reconciliation of net income to net cash flow from operating activities

	2025 £	2024 £
Net income for the year (as per Statement of Financial Activities)	924,664	490,583
Adjustments for:		
Depreciation	787,878	784,590
Capital grants from DfE and other capital income	(1,670,100)	(1,156,664)
Interest receivable	(75,075)	(69,000)
Defined benefit pension scheme cost less contributions payable	(205,000)	(332,000)
Defined benefit pension scheme finance cost	(78,000)	(33,000)
(Increase)/decrease in stocks	-	(100)
(Increase)/decrease in debtors	38,744	(330,577)
(Decrease)/increase in creditors	(344,599)	345,417
Loss on disposal of tangible assets	473,540	-
Net cash used in operating activities	(147,948)	(300,751)

SUCCESS ACADEMY TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

22. Cash flows from investing activities

	2025 £	2024 £
Dividends, interest and rents from investments	75,075	69,000
Purchase of tangible fixed assets	(2,060,952)	(1,285,237)
Purchase of investments	(1,514,447)	-
Capital grants from DfE Group and other capital income	1,670,100	1,156,664
Net cash used in investing activities	(1,830,224)	(59,573)

23. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand and at bank	1,333,383	3,311,555
Total cash and cash equivalents	1,333,383	3,311,555

24. Analysis of changes in net debt

	At 1 September 2024 £	Cash flows £	At 31 August 2025 £
Cash at bank and in hand	3,311,555	(1,978,172)	1,333,383
Liquid investments	-	1,514,447	1,514,447
	3,311,555	(463,725)	2,847,830

25. Capital commitments

	2025 £	2024 £
Contracted for but not provided in these financial statements		
Acquisition of tangible fixed assets	21,907	-

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

26. Pension commitments

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

The latest actuarial valuation of the TPS related to the period ended 31 March 2020 and of the LGPS 31 March 2022.

Contributions amounting to £222,187 were payable to the schemes at 31 August 2025 (2024 - £216,589) and are included within creditors.

Teachers' Pension Scheme

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

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

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to ensure scheme costs are recognised and managed appropriately and the review specifies 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 2020. The valuation report was published by the Department for Education on 27 October 2023, with the SCAPE rate, set by HMT, applying a notional investment return based on 1.7% above the rate of CPI. The key elements of the valuation outcome are:

- Employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy). This is an increase of 5% in employer contributions and the cost control result is such that no change in member benefits is needed.
- Total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £220,200 million, giving a notional past service deficit of £39,800 million.

The result of this valuation will be implemented from 1 April 2024. The next valuation result is due to be implemented from 1 April 2028.

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

26. Pension commitments (continued)

The employer's pension costs paid to TPS in the year amounted to £1,395,081 (2024 - £1,207,858).

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

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The Academy Trust is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the Academy Trust has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Academy Trust has set out above the information available on the scheme.

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2025 was £892,000 (2024 - £1,035,000), of which employer's contributions totalled £728,000 (2024 - £871,000) and employees' contributions totalled £164,000 (2024 - £164,000). The agreed contribution rates for future years are 25.6 - 26.6 per cent for employers and 5 - 12.5 per cent for employees.

As described in note 1.15 the LGPS obligation relates to the employees of the Academy Trust, who were the employees transferred as part of the conversion from the maintained school and new employees who were eligible to, and did, join the Scheme in the year. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and the Academy Trust at the balance sheet date.

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of academy closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013 and on 21 July 2022, the Department for Education reaffirmed its commitment to the guarantee, with a parliamentary minute published on [GOV.UK](#).

Principal actuarial assumptions

	2025	2024
	%	%
Rate of increase in salaries	3.2	3.15
Rate of increase for pensions in payment/inflation	2.7	2.65
Discount rate for scheme liabilities	6.05	5
Inflation assumption (CPI)	2.7	2.65
Commutation of pensions to lump sums	55	55

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

SUCCESS ACADEMY TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

26. Pension commitments (continued)

	2025 Years	2024 Years
<i>Retiring today</i>		
Males	19.9	19.6
Females	24.4	24.3
<i>Retiring in 20 years</i>		
Males	21.4	21.2
Females	25.7	25.7

Sensitivity analysis

	2025 £000	2024 £000
Discount rate -0.1%	169	197
Salary increase rate +0.1%	9	10
Mortality assumption - 1 year increase	323	356
Pension increase rate +0.1%	166	191

Share of scheme assets

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

	At 31 August 2025 £	At 31 August 2024 £
Equities	6,340,000	5,378,000
Corporate bonds	3,901,000	3,517,000
Property	732,000	621,000
Cash and other liquid assets	1,219,000	827,000
Total market value of assets	12,192,000	10,343,000

The actual return on scheme assets was £1,071,000 (2024 - £1,028,000).

Expected returns on assets are calculated as follows:

The figures shown in the standard FRS 102 report for fund employers are based on the actuary's recommended return assumptions which are derived from the Hymans Robertson Asset Model (HRAM), the proprietary stochastic asset model developed and maintained by Hymans Robertson LLP.

SUCCESS ACADEMY TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

26. Pension commitments (continued)

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

	2025 £	2024 £
Current service cost	(523,000)	(539,000)
Interest income	536,000	460,000
Interest cost	(458,000)	(427,000)
Total amount recognised in the Statement of Financial Activities	(445,000)	(506,000)

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

	2025 £	2024 £
At 1 September	8,889,000	7,927,000
Current service cost	523,000	539,000
Interest cost	458,000	427,000
Employee contributions	164,000	164,000
Actuarial gains	(1,856,000)	(56,000)
Benefits paid	(114,000)	(112,000)
At 31 August	8,064,000	8,889,000

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

	2025 £	2024 £
At 1 September	8,889,000	7,927,000
Derecognition of surplus	(2,674,000)	(989,000)
Interest income	536,000	460,000
Actuarial gains	535,000	568,000
Employer contributions	728,000	871,000
Employee contributions	164,000	164,000
Benefits paid	(114,000)	(112,000)
At 31 August	8,064,000	8,889,000

The closing position of the FRS102 valuation as at 31 August 2025 was a net asset of £4,128,000 (2024: £1,454,000). The Trust does not expect to benefit from the pension fund asset therefore an adjustment has been made for derecognition of surplus.

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

27. Operating lease commitments

At 31 August 2025 the Academy Trust had commitments to make future minimum lease payments under non-cancelable operating leases as follows:

	2025	2024
	£	£
Not later than 1 year	4,745	4,745
Later than 1 year and not later than 5 years	2,714	7,459
	<hr/>	<hr/>
	7,459	12,204
	<hr/>	<hr/>

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

29. Related party transactions

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

The following related party transactions took place in the financial period:

Expenditure Related Party Transaction

Ace Cleaning Company (Leicester) Ltd - a company in which Mr M Booley (The Chair of Trustees of the Academy Trust) is a director and shareholder:

The Academy Trust purchased cleaning services from Ace Cleaning Company (Leicester) Ltd totalling £479 (2024 - £1,561) during the period. There were amounts outstanding of £NIL at 31 August 2025 (2024 - £523).

The Academy Trust made the purchase at arms' length following a competitive tendering exercise in accordance with its financial regulations, which Mr Booley neither participated in, nor influenced.

In entering into the transaction the Academy Trust has complied with the requirements of the Academy Trust Handbook.

No other related party transactions took place in the period of account, other than certain Trustee's remuneration and expenses already disclosed in note 12.

SUCCESS ACADEMY TRUST

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

30. Connected charities

The Friends of Cosby School (charity number 1042888) raises money for the Academy Trust and then, in line with its own board decisions, donates funds for particular projects, or assets for the benefit of the Academy Trust. The charity's net assets at 31 August 2025 were £3,060. The charity's annual gross income was £694 (2024 - £4,169), its expenditure was £1,564 (2024 - £1,994) and its surplus for the year was £3,475 (2024 - surplus £2,175).

The Friends of Richmond School (charity number 1151562) raises money for the Academy Trust and then, in line with its own board decisions, donates funds for particular projects, or assets for the benefit of the Academy Trust. The charity's net assets at 31 August 2025 were £14,628. The charity's annual gross income was £5,411 (2024 - £23,231), its expenditure was £9,934 (2024 - £16,401) and its deficit for the year was £4,523 (2024 - surplus £6,830).