

**SUCCESS ACADEMY TRUST**  
**(A Company Limited by Guarantee)**



**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

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SUCCESS ACADEMY TRUST

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## SUCCESS ACADEMY TRUST

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### REFERENCE AND ADMINISTRATIVE DETAILS

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	C Freeman B Perrett D Vernon (resigned 19 January 2023) T Moralee G Place (appointed 1 September 2023) O Wood (appointed 26 April 2023)
<b>Trustees</b>	M Booley, (resigned as Chair 31 August 2023, re-appointed as Chair 4 October 2023) <sup>1</sup> C Stansfield (resigned 15 September 2022) <sup>1</sup> A Collins, Trust Principal and Accounting Officer <sup>1</sup> S Allen <sup>1</sup> C Southwell (resigned 3 January 2023) A M Blewitt P Karran (resigned 10 April 2023) N Marriott, (appointed as Chair 1 September 2023, resigned as Chair 3 October 2023) G Smith P Trapps (appointed 13 November 2023) G Dryden (appointed 22 August 2023)
	<sup>1</sup> Finance, Audit and Risk Committee
<b>Company registered number</b>	08135389
<b>Company name</b>	Success Academy Trust
<b>Principal and registered office</b>	Thomas Estley Community College Station Road Broughton Astley Leicester Leicestershire LE9 6PT
<b>Company secretary</b>	A M Willett
<b>Senior management team</b>	A Collins, Trust Leader T Withers, Heads Advisory Group L Townsend, Heads Advisory Group A M Willett, Trust Operations and Finance Officer E Clark, Heads Advisory Group R Lawrence, Primary School Improvement Partner
<b>Independent auditors</b>	Magma Audit LLP Chartered Accountants Unit 2, Charnwood Edge Business Park Syston Road Cossington Leicestershire LE7 4UZ

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SUCCESS ACADEMY TRUST

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REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023

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**Bankers**

NatWest Bank Plc  
250 Bishopsgate  
London  
EC2M 4AA

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## SUCCESS ACADEMY TRUST

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### TRUSTEES' REPORT FOR THE YEAR ENDED 31 AUGUST 2023

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The Trustees present their annual report together with the financial statements and auditors' report of the charitable company for the year 1 September 2022 to 31 August 2023. 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 1,887 in the schools' October 2022 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 Leicestershire primary schools (DfE and LA programmes) 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.

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## SUCCESS ACADEMY TRUST

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### TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

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#### **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 Trust Leader shall be treated for all purposes as being an ex-officio Trustee.

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 (apart from Trust Principal's ex officio role) 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 LGB 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.

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## SUCCESS ACADEMY TRUST

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### TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

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#### 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 boards (LGBs) 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, Heads of School, Executive Head Teachers and Principal of the four academies within the Trust (T Withers is Head Teacher across both Hallbrook and Cosby Primary schools) plus the Trust Finance and Operations Officer (CFO) and 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, executive Head Teachers and heads of school through the Trust's Heads Advisory Group. Membership of this is open to Heads of academies as they join the Trust. Heads will work within the support of the Trust Head's Advisory Group with the guidance of the Trust Principal/ other Heads from within the group as required based on the assumption of earned autonomy. 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 and ensures that the budget reflects priorities within the plan. The Trust Leader is involved at the formative stage of annual strategic planning to aid alignment of priorities and to inform 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 LGBs also input into the planning and reviewing cycle. Trustees also take decisions around achieving sustainable growth for the Trust.

The makeup and powers of the LGB and its local committees are delegated by the Trust Board through its LGB Terms of Reference, which are reviewed annually, based on the principle of earned autonomy. Currently all LGBs within the Trust have fully delegated powers.

##### 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 2022/23. During 2022/23 the central services budget also offsets all of the cost of the Primary School Improvement Partner and some of the salary of the Chief Financial Officer's (Trust Operations and Finance Officer's) 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 headteacher's 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.

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**SUCCESS ACADEMY TRUST**

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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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

**Trade union facility time**

**Relevant union officials**

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

**Percentage of time spent on facility time**

<b>Percentage of time</b>	<b>Number of employees</b>
0%	-
1%-50%	-
51%-99%	-
100%	-

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

Total cost of facility time	-
Total pay bill	<b>9,219,126</b>
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

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### TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

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

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

During the 2022/23 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 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 was relaunched in April 2023 and upgraded to incorporate increased elements of 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, eg. NPQML, NPQSL, NPQH 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.

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## SUCCESS ACADEMY TRUST

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### TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

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#### 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:

- 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.

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 purchases 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.

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## SUCCESS ACADEMY TRUST

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### TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

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#### 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 other's 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

##### Objectives, 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.

#### 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'.

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## SUCCESS ACADEMY TRUST

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### TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

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#### Objectives and activities (continued)

#### ACHIEVEMENT

Achievement in the Success AT academies will build on their previous personal best, with 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.

#### GOVERNANCE

The Success AT has a scheme of delegation which clearly defines responsibilities of the various levels of governance (Members, Trustees, Local Governing Body). 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 securing leaders of a high caliber 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, 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.

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**SUCCESS ACADEMY TRUST**

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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**Strategic report**

**Achievements and performance**

The Key Performance Indicators for the Trust are as follows:

**Trust Quality Descriptors: High Quality Inclusive Education**

	2021-22	2022-23
Phonics pass rate		91%
KS2 RWM	58%	65%
KS3 Progress 8	+0.47	+0.28
Ebacc entry rate	69%	75%
Ebacc APS	4.83	4.49
Good/Outstanding schools	100%	75%
KS2 Reading Progress	-1.3	-0.75
KS2 Writing Progress	+1.34	-0.47
KS2 Maths Progress	+0.35	+0.46
Attainment 8	53	46
EBacc 9-4	40%	32%

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**SUCCESS ACADEMY TRUST**

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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**Strategic report (continued)**

**Achievements and performance (continued)**

**Trust Quality Descriptors: School Improvement**

	2020-21	2021-22	2022-23
Improvement no. of 2RI/IN schools improved to G/O	0/0	0/0	0/0
Prevention: no of 1RI schools improved to G/O	0/0	0/0	0/0
Maintenance: no of G/O schools declined to RI/IN	0/4	0/4	1/4
Success rate: no of schools with RI/IN improved to G/O	0/0	0/0	0/0
Trajectory: no of IN schools improved to RI	0/0	0/0	0/0
Context: no of 2RI/IN schools joined the Trust	0	0	0
Context: of schools joined Trust	0	0	0
Recent track record: no of schools with RI/IN improved to G/O over last 5 years	0/0	0/0	0/0
Attendance – trends in PA in Trust school	PA declining	PA increasing	PA declining
Transfers: No of schools transferred into Trust	0	0	0
Transfers: No of schools transferred out of Trust	0	0	0

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**SUCCESS ACADEMY TRUST**

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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**Strategic report (continued)**

**Achievements and performance (continued)**

**Trust Quality Descriptors: Workforce**

	2020-21	2021-22	2022-23
% of teachers leaving state education	4.4	6.52	7.53
% of teachers leaving Trust	15.38	13.04	15.03
% of leaders leaving state education	0	0	0
% of leaders leaving Trust	0	0	0
% of teachers < 3 yrs experience	18.68	21.74	13.98
% of teachers with NPQs	18.68	18.48	29.03

**Trust Quality Descriptors: Finance**

	2020-21	2021-22	2022-23
In receipt of notice to improve	None	None	None
Deficit position	No	No	No
Low volatility in financial trends	Yes	Yes	Yes
Low ratio of assets to liabilities (not including pension scheme)	2.84	2.92	3.18
Regulatory concern	no	no	no

**Trust Quality Descriptors: Governance**

	2020-21	2021-22	2022-23
Governance notice to improve	no	no	no
Governance concerns raised	no	no	no

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## SUCCESS ACADEMY TRUST

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### TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

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#### Strategic report (continued)

#### Achievements and performance (continued)

#### OFSTED ratings

Cosby Primary: 12th October 2022 Good  
Hallbrook Primary: 13th June 2023 Requires Improvement  
Richmond Primary: 26th November 2019 Good  
Thomas Estley Community College: 29th January 2019 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 January 2019 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 2023 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 2022 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 preschools by the leads.

#### 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. September 2023 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. Results over the last three years have improved significantly, after significant support and change of leadership, and the school's effectiveness has improved, although graded as Requires Improvement in June 2023 SIQA Review Autumn 2023 judged its MAT category as 'Sufficient capacity to improve own school with some Trust support'.

#### Richmond Primary School

Richmond Primary School joined Success Academy Trust on 1st February 2017. The school changed from a Maintained School to an Academy on this date. The school was graded Good by Ofsted in November 2019. Outcomes dipped in 2021 and 2022 partly due to pandemic-led factors. A change of leadership took place in 2022. The school has already seen improvements in effectiveness and outcomes and the SIQA Review Autumn 2022 judged its MAT category as 'Sufficient capacity to improve own school with some Trust support'.

#### 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.



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## SUCCESS ACADEMY TRUST

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### TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

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#### 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 "Three 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. For example the Trust Principal has led on various local authority LEEP projects and acted as a Head Teacher hub leader to support other Heads/Principals through sharing school's planning arrangements and risk assessments around COVID, and represents all Leicestershire Secondary Schools in joint LA and school improvement work.

We ensure 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 and 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.

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## SUCCESS ACADEMY TRUST

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### TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

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#### Strategic report (continued)

##### Financial review

The Academy Trust had a net decrease in funds for the year ended 31 August 2023 of £411,243 including fixed assets movements but excluding pension reserve movements. As at 31 August 2023 the Academy Trust held £885,390 of unrestricted reserves plus £2,177,831 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 £3,063,221.

The Academy Trust had a fixed asset reserve of £24,748,705 being the book value of past purchases plus unspent fixed asset reserves of £19,715.

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 ESFA 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 £766,000.

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 2023 were £2,930,827, being higher than the target level set by the Trustees. The excess reserves above target will contribute towards the future capital improvements and additional support for post Covid catch up. The Academy Trust also held other available restricted funds at the year end of £132,394 mainly in relation to Pupil Premium, National Tutoring Programme and School to School Support funding. Total available reserves, being both the above figures at 31 August 2023 were £3,063,221. Cash at bank at 31 August 2023 was £608,658 higher than total available reserves which is due principally to PAYE/NI and pension costs for August 2023 being paid over in September 2023 and Universal Infant Free School Meal income received in advance of 2023/24.

At 31 August 2023 the Academy's fixed asset reserve of £24,748,705 are funds which could only be realised if the assets were sold.

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## SUCCESS ACADEMY TRUST

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### TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

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#### 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 split between reputational; financial viability and performance are:

- Unable to grow the MAT to sufficient size and at a suitable pace
- Academies within the Trust unable to set balanced budgets
- Falling standards in one or more of the academies
- LGPS pension asset; the academies' pension assets are now combined which may lead to difficulties if any one academy's share needed to be unpicked from the rest in the Trust.

Summary of plans and strategies for managing these risks:

- Growth readiness plans in place with clear marketing to identify USP of Success. Working with Learning Alliance and local partners, prospective academies, and the Regional Schools Commissioner Team to manage sustainable and realistic growth in line with the balance of improvement capacity and needs within the MAT.
- Although in year deficit budgets are being set for 23/24, all academies have reserves above Trust target in first year. Year 2/3 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 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 provides capacity to the Trust to support improvement according to identified need and improvement partners are brokered and deployed as needed, including NLEs and SLEs.

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.

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## SUCCESS ACADEMY TRUST

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### TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

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#### 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 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' (eg. 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
- Opening of Insignis multi bank deposits solution in year to support short term fixed deposits (up to 12 months) to support higher interest rates.

#### 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 LGBs 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.

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## SUCCESS ACADEMY TRUST

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### TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

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#### Streamlined energy and carbon reporting

The Academy Trust's greenhouse gas emissions and energy consumption for the period 1 September 2022 to 31 August 2023 are as follows:

	2023	2022
Energy consumption used to calculate emissions (kWh)	1,758,848	1,930,771
<b>Energy consumption breakdown (kWh):</b>		
Gas	1,140,408	1,249,508
Electricity	613,863	678,267
Transport fuel	4,577	2,996
<b>Scope 1 emissions (in tonnes of CO2 equivalent):</b>		
Gas consumption	208	327
<b>Total scope 1</b>	<b>208</b>	<b>327</b>
<b>Scope 2 emissions (in tonnes of CO2 equivalent):</b>		
Purchased electricity	127	198
<b>Scope 3 emissions (in tonnes of CO2 equivalent):</b>		
Business travel in employee-owned or rental vehicles	1	-
<b>Total gross emissions (in tonnes of CO2 equivalent):</b>	<b>336</b>	<b>525</b>
<b>Intensity ratio:</b>		
Tonnes of CO2 equivalent per pupil	0.18	0.28

#### 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 2023 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 has made use of the DfE Capital Energy Payments received in 22/23 (c£86K) through continuing to replace with LED lighting at a larger scale than previous years and this is reflected in the drop in energy usage. In addition the grant has been used to replace old single glazed windows; PIRs on some lighting; and some thermostatic radiator valve replacements. The Trust continues to utilize 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.

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## SUCCESS ACADEMY TRUST

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### TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

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#### Plans for future periods

Trustees are looking to grow the MAT through thoughtful expansion which ensures appropriate capacity whilst remaining committed to our core purpose and values and balancing improvement capacity and needs within the MAT so that learner outcomes improve sustainability.

#### 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 6 December 2023 and signed on its behalf by:

**M Booley**  
Chair of Trustees

**A Collins**  
Accounting Officer

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## SUCCESS ACADEMY TRUST

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### GOVERNANCE STATEMENT

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#### **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.

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## SUCCESS ACADEMY TRUST

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### GOVERNANCE STATEMENT (CONTINUED)

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#### 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 5 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	5	5
A Collins, Trust Principal and Accounting Officer	5	5
S Allen	5	5
C Southwell	0	2
A M Blewitt	5	5
P Karran	2	3
N Marriott	4	5
G Smith	3	5

During this accounting period the Trust Board has had a change of three Trustees – one stepping down slightly early due to workload, one due to change of job/ workload issues and one due to low impact on growth. The Board has replaced two of the positions and there are two additional skills based vacancies currently being advertised for Autumn term recruitment. In addition, there was one Member replaced in year.

The Board sets out its annual calendar of Full Board meetings and subcommittee meetings prior to the start of each year. The Board recognises the requirement for the Board 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 (HAG) and Business Managers group has, during 2022/23, carried out work including:

- Deploying the Trust School Improvement team as needed into each school to quality assure/support/monitor as appropriate as a result of due diligence, SIQA rating and provision in order to support improvement in outcomes.
- Monitoring and quality assuring impact of school improvement and quality assurance through KPIs, outcome monitoring, and headteacher/ Trust Leader reports to the Trustee Board.
- Developing and pursuing models for Trust growth including marketing and future based planning.
- 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 carrying out a collaborative Trust Peer Review with a local partner focussed on Vision and Strategy which took place in Autumn 2022 with facilitation from the Best Practice Network.
- Implementing the Strategic Plan for the Trust to meet its main priority outcomes.
- Continued to develop a central core service model including - set up of termly leadership teaching and support 'SuccessTogether groups to support sharing of good practice; relaunch of the Trust's Wellbeing Strategy; development of the School Business Managers into Trust Business Managers to allow clearer overview centrally for deployment as needed, introduction of Executive Headteacher and Head of School roles within smaller primary schools.

The Finance, Audit and Risk Committee (FAR) is a sub committee of the main Board of Trustees. Its purpose is



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## SUCCESS ACADEMY TRUST

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### GOVERNANCE STATEMENT (CONTINUED)

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#### Governance (continued)

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 four 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	2	4
S Allen, Chair	4	4
A Collins	4	4
N Marriott	2	4
G Smith	3	4

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
AM Blewitt, Chair	3	3
P Karran	1	1
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 Principal 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.

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## SUCCESS ACADEMY TRUST

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### GOVERNANCE STATEMENT (CONTINUED)

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#### 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.

#### 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 2022 to 31 August 2023 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 2022 to 31 August 2023 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

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## SUCCESS ACADEMY TRUST

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### GOVERNANCE STATEMENT (CONTINUED)

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

The Board of Trustees has decided to employ Amsden Young as internal auditor.

This option provides independent assurance around financial processes in line with the Trust's Financial Procedures handbook. In addition, a Trustee has undertaken a light touch assessments of one of the Trust's Primary academies.

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

The latest internal audit was carried out in June & August 2023. No material control issues were identified as a result of the internal audit review work.

#### 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 work of the external auditors;
- 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.

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

Approved by order of the members of the Board of Trustees on 6 December 2023 and signed on their behalf by:

**M Booley**  
Chair of Trustees

**A Collins**  
Accounting Officer

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## SUCCESS ACADEMY TRUST

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### STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE

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As accounting officer of Success Academy Trust I have considered my responsibility to notify the Academy Trust Board of Trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding, including for estates safety and management, under the funding agreement in place between the Academy Trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academy Trust Handbook 2022, including responsibilities for estates safety and management.

I confirm that I and the Academy Trust 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 terms and conditions of funding under the Academy Trust's funding agreement and the Academy Trust Handbook 2022.

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

**A Collins**

Accounting Officer

Date: 6 December 2023

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## SUCCESS ACADEMY TRUST

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### STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 AUGUST 2023

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the 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 2022 to 2023;
- 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 ESFA/DfE have been applied for the purposes intended.

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

Approved by order of the members of the Board of Trustees on 6 December 2023 and signed on its behalf by:

**M Booley**  
Chair of Trustees

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## SUCCESS ACADEMY TRUST

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

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#### Opinion

We have audited the financial statements of Success Academy Trust (the 'academy trust') for the year ended 31 August 2023 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 2022 to 2023 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the Academy Trust's affairs as at 31 August 2023 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 2022 to 2023 issued by the Education and Skills Funding Agency.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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.

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## SUCCESS ACADEMY TRUST

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

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#### 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.

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## SUCCESS ACADEMY TRUST

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

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#### **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 non-compliance 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 2019 and the Academies Accounts Direction 2022 to 2023.

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 2019 and the Academies Accounts Direction 2022 to 2023.

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.



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## SUCCESS ACADEMY TRUST

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

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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](http://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

Unit 2, Charnwood Edge Business Park

System Road

Cossington

Leicestershire

LE7 4UZ

12 December 2023

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## SUCCESS ACADEMY TRUST

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### INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO SUCCESS ACADEMY TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY

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In accordance with the terms of our engagement letter dated 20 September 2021 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2022 to 2023, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Success Academy Trust during the year 1 September 2022 to 31 August 2023 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to Success Academy Trust and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Success Academy Trust and ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Success Academy Trust and ESFA, 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 2022, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2022 to 2023. 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 2022 to 31 August 2023 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 ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

Our engagement includes examination, on a test basis, of evidence relevant to the regularity and propriety of the Academy 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 regarding systems and controls in place that are relevant to our regularity conclusion.
- On a sample basis reviewing records for evidence of those systems and controls in operation.

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**SUCCESS ACADEMY TRUST**

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

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**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 2022 to 31 August 2023 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

Reporting Accountant  
**Magma Audit LLP**  
Chartered Accountants  
Statutory Auditors

Unit 2, Charnwood Edge Business Park  
System Road  
Cossington  
Leicestershire  
LE7 4UZ

Date: 12 December 2023

SUCCESS ACADEMY TRUST

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 AUGUST 2023**

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Restricted fixed asset funds 2023 £	Total funds 2023 £	Total funds 2022 £
<b>Income from:</b>						
Donations and capital grants	3	-	173,184	211,252	384,436	730,295
Other trading activities	5	275,374	-	-	275,374	239,438
Investments	6	26,942	-	-	26,942	1,171
Funding for the trust's educational operations		342,578	10,913,189	-	11,255,767	10,458,949
<b>Total income</b>		<b>644,894</b>	<b>11,086,373</b>	<b>211,252</b>	<b>11,942,519</b>	<b>11,429,853</b>
<b>Expenditure on:</b>						
Raising funds		188,318	-	-	188,318	217,958
Academy trust educational operations	7	374,459	11,061,492	819,493	12,255,444	11,598,609
<b>Total expenditure</b>		<b>562,777</b>	<b>11,061,492</b>	<b>819,493</b>	<b>12,443,762</b>	<b>11,816,567</b>
<b>Net income/(expenditure)</b>		<b>82,117</b>	<b>24,881</b>	<b>(608,241)</b>	<b>(501,243)</b>	<b>(386,714)</b>
Transfers between funds	18	(110,590)	(136,945)	247,535	-	-
<b>Net movement in funds before other recognised gains/(losses)</b>		<b>(28,473)</b>	<b>(112,064)</b>	<b>(360,706)</b>	<b>(501,243)</b>	<b>(386,714)</b>
<b>Other recognised gains/(losses):</b>						
Actuarial gains on defined benefit pension schemes	24	-	1,646,000	-	1,646,000	6,458,000
Pension surplus not recognised	24	-	(465,000)	-	(465,000)	-
<b>Net movement in funds</b>		<b>(28,473)</b>	<b>1,068,936</b>	<b>(360,706)</b>	<b>679,757</b>	<b>6,071,286</b>
<b>Reconciliation of funds:</b>						
Total funds brought forward		913,863	1,108,895	25,109,411	27,132,169	21,060,883
Net movement in funds		(28,473)	1,068,936	(360,706)	679,757	6,071,286

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**SUCCESS ACADEMY TRUST**

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**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
(CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2023**

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Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Restricted fixed asset funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
<b>Total funds carried forward</b>	<b>885,390</b>	<b>2,177,831</b>	<b>24,748,705</b>	<b>27,811,926</b>	<i>27,132,169</i>

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

The notes on pages 39 to 69 form part of these financial statements.

**SUCCESS ACADEMY TRUST**  
**REGISTERED NUMBER: 08135389**

**BALANCE SHEET**  
**AS AT 31 AUGUST 2023**

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	14	<b>24,728,990</b>	25,071,951
		<u>24,728,990</u>	<u>25,071,951</u>
<b>Current assets</b>			
Stocks	15	1,645	5,515
Debtors	16	323,231	257,264
Cash at bank and in hand		3,671,879	3,736,638
		<u>3,996,755</u>	<u>3,999,417</u>
Creditors: amounts falling due within one year	17	<b>(913,819)</b>	(848,199)
<b>Net current assets</b>		<b>3,082,936</b>	3,151,218
<b>Total assets less current liabilities</b>		<b>27,811,926</b>	28,223,169
<b>Net assets excluding pension asset / liability</b>		<b>27,811,926</b>	28,223,169
Defined benefit pension scheme liability	24	-	(1,091,000)
<b>Total net assets</b>		<b>27,811,926</b>	27,132,169
<b>Funds of the Academy Trust</b>			
<b>Restricted funds:</b>			
Fixed asset fund	18	24,748,705	25,109,411
Restricted income fund	18	2,177,831	2,199,895
Restricted funds excluding pension liability	18	<b>26,926,536</b>	27,309,306
Pension reserve	18	-	(1,091,000)
<b>Total restricted funds</b>	18	<b>26,926,536</b>	26,218,306
<b>Unrestricted income funds</b>	18	<b>885,390</b>	913,863
<b>Total funds</b>		<b>27,811,926</b>	27,132,169

The financial statements on pages 34 to 69 were approved by the Trustees, and authorised for issue on 06 December 2023 and are signed on their behalf, by:

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**SUCCESS ACADEMY TRUST**  
**REGISTERED NUMBER: 08135389**

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 AUGUST 2023**

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**M Booley**  
Chair of Trustees

The notes on pages 39 to 69 form part of these financial statements.

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SUCCESS ACADEMY TRUST

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STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 AUGUST 2023

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	Note	2023 £	2022 £
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	20	184,091	869,977
<b>Cash flows from investing activities</b>	21	(248,850)	(91,108)
<b>Change in cash and cash equivalents in the year</b>		<b>(64,759)</b>	778,869
Cash and cash equivalents at the beginning of the year		3,736,638	2,957,769
<b>Cash and cash equivalents at the end of the year</b>	22, 23	<b>3,671,879</b>	<b>3,736,638</b>

The notes on pages 39 to 69 form part of these financial statements



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## SUCCESS ACADEMY TRUST

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

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#### 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 2022 to 2023 issued by ESFA, the Charities Act 2011 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.

##### 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.

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## SUCCESS ACADEMY TRUST

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

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#### 1. Accounting policies (continued)

##### 1.3 Income (continued)

- **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 ESFA 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.

##### 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.

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## SUCCESS ACADEMY TRUST

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

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#### 1. Accounting policies (continued)

##### 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:

Depreciation is provided on the following bases:

Leasehold buildings	- 2-5% 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 Stocks

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

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## SUCCESS ACADEMY TRUST

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

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#### 1. Accounting policies (continued)

##### 1.9 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.

##### 1.10 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.

##### 1.11 Provisions

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

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

##### 1.12 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 17. 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.

##### 1.13 Operating leases

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

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## SUCCESS ACADEMY TRUST

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

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#### 1. Accounting policies (continued)

##### 1.14 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.

##### 1.15 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.

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## SUCCESS ACADEMY TRUST

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

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#### 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.

##### **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 24, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 August 2023. 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 14 for the carrying amount of the property plant and equipment, and note 1.7 for the useful economic lives for each class of assets.

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SUCCESS ACADEMY TRUST

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NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023

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3. Income from donations and capital grants

	<b>Restricted funds 2023 £</b>	<b>Restricted fixed asset funds 2023 £</b>	<b>Total funds 2023 £</b>	<i>Total funds 2022 £</i>
Parental contributions	173,184	-	<b>173,184</b>	88,345
Capital grants	-	211,252	<b>211,252</b>	641,950
	<u>173,184</u>	<u>211,252</u>	<u><b>384,436</b></u>	<u>730,295</u>
<i>Total 2022</i>	<u>88,345</u>	<u>641,950</u>	<u>730,295</u>	

**SUCCESS ACADEMY TRUST**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

**4. Funding for the Academy Trust's charitable activities**

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
<b>Educational Operations</b>				
<b>DfE/ESFA grants</b>				
General Annual Grant (GAG)	-	9,201,876	<b>9,201,876</b>	8,834,620
Other DfE/ESFA grants				
Pupil Premium	-	348,303	<b>348,303</b>	341,974
Learning alliance income	103,877	-	<b>103,877</b>	100,458
Supplementary grant	-	268,780	<b>268,780</b>	115,913
Others	-	416,573	<b>416,573</b>	273,809
	103,877	10,235,532	<b>10,339,409</b>	9,666,774
<b>Other Government grants</b>				
Special educational needs	-	424,233	<b>424,233</b>	357,001
Local authority grants	-	37,710	<b>37,710</b>	23,817
Nursery income	238,701	-	<b>238,701</b>	190,953
Other income	-	-	-	600
	238,701	461,943	<b>700,644</b>	572,371
<b>Other income from the Academy Trust's educational operations</b>				
	-	156,684	<b>156,684</b>	159,761
<b>COVID-19 additional funding (DfE/ESFA)</b>				
Catch-up premium	-	59,030	<b>59,030</b>	7,287
Covid recovery	-	-	-	32,220
	-	59,030	<b>59,030</b>	39,507
<b>COVID-19 additional funding (non-DfE/ESFA)</b>				
COVID-19 mass testing funding	-	-	-	20,536
	-	-	-	20,536
	342,578	10,913,189	<b>11,255,767</b>	10,458,949
	342,578	10,913,189	<b>11,255,767</b>	10,458,949
<i>Total 2022</i>	291,411	10,167,538	10,458,949	



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SUCCESS ACADEMY TRUST

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NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023

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5. Income from other trading activities

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Nursery and extended services	138,403	<b>138,403</b>	151,050
Lettings income	53,126	<b>53,126</b>	43,941
Other trading income	83,845	<b>83,845</b>	44,447
	<u>275,374</u>	<u><b>275,374</b></u>	<u>239,438</u>
<i>Total 2022</i>	<u>239,438</u>	<u>239,438</u>	

6. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Bank interest	26,942	<b>26,942</b>	1,171
	<u>1,171</u>	<u><b>1,171</b></u>	
<i>Total 2022</i>	<u>1,171</u>	<u>1,171</u>	

**SUCCESS ACADEMY TRUST**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

**7. Expenditure**

	<b>Staff Costs 2023 £</b>	<b>Premises 2023 £</b>	<b>Other 2023 £</b>	<b>Total 2023 £</b>	<i>Total 2022 £</i>
Expenditure on fundraising trading activities:					
Allocated support costs	109,563	2,356	76,399	<b>188,318</b>	217,958
Educational Operations:					
Direct costs	7,584,369	614,620	1,094,466	<b>9,293,455</b>	9,012,180
Allocated support costs	1,754,677	801,831	405,481	<b>2,961,989</b>	2,586,429
	<u>9,448,609</u>	<u>1,418,807</u>	<u>1,576,346</u>	<u><b>12,443,762</b></u>	<u>11,816,567</u>
<i>Total 2022</i>	<u><u>9,144,521</u></u>	<u><u>1,300,112</u></u>	<u><u>1,371,934</u></u>	<u><u>11,816,567</u></u>	

**8. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2023 £</b>	<b>Support costs 2023 £</b>	<b>Total funds 2023 £</b>	<i>Total funds 2022 £</i>
Educational Operations	<u>9,293,455</u>	<u>2,961,989</u>	<u><b>12,255,444</b></u>	<u>11,598,609</u>
<i>Total 2022</i>	<u><u>9,012,180</u></u>	<u><u>2,586,429</u></u>	<u><u>11,598,609</u></u>	

**SUCCESS ACADEMY TRUST**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

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

**Analysis of direct costs**

	<b>Total funds 2023 £</b>	<i>Total funds 2022 £</i>
LGPS pension interest cost (£381,000) less return on assets (£334,000)	<b>47,000</b>	117,000
Staff costs	<b>7,354,886</b>	7,405,080
Depreciation	<b>614,620</b>	622,545
Supply staff costs	<b>229,483</b>	119,119
Technology costs	<b>179,409</b>	130,525
Educational supplies	<b>297,460</b>	224,817
Staff development	<b>55,011</b>	69,620
Educational consultancy	<b>202,646</b>	123,429
Other direct costs	<b>312,940</b>	200,045
	<b>9,293,455</b>	9,012,180

**Analysis of support costs**

	<b>Total funds 2023 £</b>	<i>Total funds 2022 £</i>
Staff costs	<b>1,754,677</b>	1,452,150
Depreciation	<b>204,873</b>	207,515
Legal and professional fees	<b>43,776</b>	41,281
Maintenance of premises and equipment	<b>126,722</b>	184,468
Cleaning	<b>46,783</b>	45,495
Rates	<b>31,167</b>	49,851
Energy costs	<b>313,531</b>	190,238
Insurance	<b>83,206</b>	75,954
Security and transport	<b>1,865</b>	1,367
Catering	<b>294,813</b>	286,878
Bank charges	<b>7,947</b>	6,657
Other support costs	<b>25,874</b>	18,110
Governance costs	<b>26,755</b>	26,465
	<b>2,961,989</b>	2,586,429

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SUCCESS ACADEMY TRUST

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NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023

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9. Net income/(expenditure)

Net income/(expenditure) for the year includes:

	2023 £	2022 £
Operating lease rentals	2,698	2,713
Depreciation of tangible fixed assets	819,493	830,060
Fees paid to auditors for:		
- audit	21,000	19,100
- other services	3,755	3,950
	<u>          </u>	<u>          </u>

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**SUCCESS ACADEMY TRUST**

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**10. Staff**

**a. Staff costs**

Staff costs during the year were as follows:

	2023 £	2022 £
Wages and salaries	6,885,376	6,285,204
Social security costs	660,109	561,728
Pension costs	1,673,641	2,178,470
	<u>9,219,126</u>	<u>9,025,402</u>
Agency staff costs	229,483	119,119
	<u><u>9,448,609</u></u>	<u><u>9,144,521</u></u>

**b. Staff numbers**

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

	2023 No.	2022 No.
Management	9	9
Teachers	112	102
Administration and support	172	186
	<u>293</u>	<u>297</u>

**c. Higher paid staff**

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

	2023 No.	2022 No.
In the band £60,001 - £70,000	1	1
In the band £70,001 - £80,000	3	4
In the band £80,001 - £90,000	2	-
In the band £100,001 - £110,000	-	1
In the band £110,000 - £120,000	1	-
	<u><u>1</u></u>	<u><u>-</u></u>

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## SUCCESS ACADEMY TRUST

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

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#### 10. Staff (continued)

##### 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 employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy Trust was £599,982 (2022 - £463,293). These figures include salary costs of all Trustees employed by the Academy Trust, even where they have no management role within their employment.

#### 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 (2022 - 3.5%).

The actual amounts charged during the year were as follows:

	2023 £	2022 £
Thomas Estley Community College	174,618	169,056
Cosby Primary School	38,214	34,381
Richmond Primary School	79,564	75,345
Hallbrook Primary School	29,670	30,430
<b>Total</b>	<b>322,066</b>	<b>309,212</b>

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## SUCCESS ACADEMY TRUST

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

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#### 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 £115,000 - £120,000 (2022: £105,000 - £110,000)

Employer's pension contributions £25,000 - £30,000 (2022: £25,000 - £30,000)

During the year ended 31 August 2023, no Trustee expenses have been incurred (2022 - £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 2023

**14. Tangible fixed assets**

	Long-term leasehold property £	Furniture and equipment £	Computer equipment £	Total £
<b>Cost or valuation</b>				
At 1 September 2022	27,363,150	1,426,712	730,387	29,520,249
Additions	345,387	110,700	20,445	476,532
At 31 August 2023	<u>27,708,537</u>	<u>1,537,412</u>	<u>750,832</u>	<u>29,996,781</u>
<b>Depreciation</b>				
At 1 September 2022	2,811,746	1,094,994	541,558	4,448,298
Charge for the year	517,615	195,060	106,818	819,493
At 31 August 2023	<u>3,329,361</u>	<u>1,290,054</u>	<u>648,376</u>	<u>5,267,791</u>
<b>Net book value</b>				
At 31 August 2023	<u>24,379,176</u>	<u>247,358</u>	<u>102,456</u>	<u>24,728,990</u>
<i>At 31 August 2022</i>	<u>24,551,404</u>	<u>331,718</u>	<u>188,829</u>	<u>25,071,951</u>

See note 1.3 regarding assets transferred on conversion.

**15. Stocks**

	2023 £	2022 £
Classroom and other materials	<u>1,645</u>	<u>5,515</u>



**SUCCESS ACADEMY TRUST**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

**16. Debtors**

	2023 £	2022 £
<b>Due within one year</b>		
Trade debtors	10,829	12,820
VAT recoverable	110,130	83,374
Prepayments and accrued income	202,272	161,070
	<b>323,231</b>	<b>257,264</b>
	<b>323,231</b>	<b>257,264</b>

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

	2023 £	2022 £
Trade creditors	30,359	34,270
Other taxation and social security	145,910	130,777
Other creditors	184,906	165,503
Accruals and deferred income	552,644	517,649
	<b>913,819</b>	<b>848,199</b>
	<b>913,819</b>	<b>848,199</b>

	2023 £	2022 £
<b>Deferred income</b>		
Deferred income at 1 September 2022	159,162	314,039
Resources deferred during the year	235,843	159,162
Amounts released from previous periods	(159,162)	(314,039)
	<b>235,843</b>	<b>159,162</b>
	<b>235,843</b>	<b>159,162</b>

The closing balance of deferred income mainly relates to parental contributions and Universal Infant Free School Meals income received in advance of the 2023/24 academic year.

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023

18. Statement of funds

	Balance at 1 September 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2023 £
<b>Unrestricted funds</b>						
General funds	559,080	541,017	(458,900)	(16,112)	-	625,085
Learning alliance	354,783	103,877	(103,877)	(94,478)	-	260,305
	<u>913,863</u>	<u>644,894</u>	<u>(562,777)</u>	<u>(110,590)</u>	<u>-</u>	<u>885,390</u>
<b>Restricted general funds</b>						
General Annual Grant (GAG)	2,009,775	9,201,876	(9,029,269)	(136,945)	-	2,045,437
Pupil Premium	58,375	348,303	(388,459)	-	-	18,219
Supplementary grant	-	268,780	(268,780)	-	-	-
Other DfE Group grants	278	416,573	(391,313)	-	-	25,538
Special educational needs	-	424,233	(424,233)	-	-	-
Other government grants	94,816	37,710	(52,084)	-	-	80,442
Other income	27,990	156,683	(177,051)	-	-	7,622
Parental Contributions	-	173,185	(172,612)	-	-	573
COVID-19 additional funding (DfE/ESFA)	8,661	59,030	(67,691)	-	-	-
Pension reserve	(1,091,000)	-	(90,000)	-	1,181,000	-
	<u>1,108,895</u>	<u>11,086,373</u>	<u>(11,061,492)</u>	<u>(136,945)</u>	<u>1,181,000</u>	<u>2,177,831</u>

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023

18. Statement of funds (continued)

	Balance at 1 September 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2023 £
<b>Restricted fixed asset funds</b>						
DfE Group capital grants	2,173,515	211,252	(253,516)	-	-	2,131,251
Transfer from ESFA	3,453,338	-	(62,890)	-	-	3,390,448
Transfer from Local Authority	15,483,237	-	(279,885)	-	-	15,203,352
Local Authority donation	2,486,159	-	(54,723)	-	-	2,431,436
Capital expenditure from GAG	1,058,407	-	(145,014)	247,535	-	1,160,928
Other government grants	454,755	-	(23,465)	-	-	431,290
	<u>25,109,411</u>	<u>211,252</u>	<u>(819,493)</u>	<u>247,535</u>	<u>-</u>	<u>24,748,705</u>
<b>Total Restricted funds</b>	<u>26,218,306</u>	<u>11,297,625</u>	<u>(11,880,985)</u>	<u>110,590</u>	<u>1,181,000</u>	<u>26,926,536</u>
<b>Total funds</b>	<u><u>27,132,169</u></u>	<u><u>11,942,519</u></u>	<u><u>(12,443,762)</u></u>	<u><u>-</u></u>	<u><u>1,181,000</u></u>	<u><u>27,811,926</u></u>

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.

The supplementary grant is additional funding to provide support for the costs of the Health and Social Care Levy and wider costs. All funds were fully spent during the year.

The Other DfE Group grants consist of Universal Infant Free School Meals (UIFSM), PE Sports Grant, National Tutoring Programme grant income. The balance relates to unspent UIFSM and National Tutoring Programme income.

Other government grants consist of Apprenticeship funding and a Special Education Needs and Disability (SEND) unit startup grant. The balance mainly relates to School 2 School Support, SEND unit startup

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## SUCCESS ACADEMY TRUST

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

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#### 18. Statement of funds (continued)

funding.

Other income consists of catering income. The balance consists of insurance income, SSIF round 1 & 2 and Enthuse Bursary funding.

COVID-19 additional funding (DfE/ESFA) consists of catch-up and recovery premium to support children and young people catch up lost time after school closure.

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.

The transfer from the ESFA relates to the value of leasehold land and buildings plus moveable assets transferred from the ESFA 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 at a value of £2,736,160.

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 plus the balance of unspent income.

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 2023.

**SUCCESS ACADEMY TRUST**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

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

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

	<i>Balance at 1 September 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 August 2022 £</i>
<b>Unrestricted funds</b>						
General funds	521,832	431,562	(394,314)	-	-	559,080
Learning alliance	403,605	100,458	(149,280)	-	-	354,783
	<u>925,437</u>	<u>532,020</u>	<u>(543,594)</u>	<u>-</u>	<u>-</u>	<u>913,863</u>
<b>Restricted general funds</b>						
General Annual Grant (GAG)	1,396,515	8,834,620	(8,091,621)	(129,739)	-	2,009,775
Pupil Premium	64,362	341,974	(347,961)	-	-	58,375
Other DfE Group grants	1,224	389,722	(390,668)	-	-	278
Other government grants	97,624	380,818	(383,626)	-	-	94,816
Other income	82,530	248,706	(303,246)	-	-	27,990
COVID-19 additional funding (DfE/ESFA)	59,409	39,507	(90,255)	-	-	8,661
COVID-19 additional funding (non DfE)	-	20,536	(20,536)	-	-	-
Pension reserve	(6,734,000)	-	(815,000)	-	6,458,000	(1,091,000)
	<u>(5,032,336)</u>	<u>10,255,883</u>	<u>(10,442,913)</u>	<u>(129,739)</u>	<u>6,458,000</u>	<u>1,108,895</u>
<b>Restricted fixed asset funds</b>						
DfE Group capital grants	1,881,845	513,345	(245,370)	23,695	-	2,173,515
Transfer from ESFA	3,516,228	-	(62,890)	-	-	3,453,338
Transfer from Local Authority	15,763,122	-	(279,885)	-	-	15,483,237

**SUCCESS ACADEMY TRUST**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

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

	<i>Balance at 1 September 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 August 2022 £</i>
Local Authority donation	2,540,883	-	(54,724)	-	-	2,486,159
Capital expenditure from GAG	1,116,351	-	(163,988)	106,044	-	1,058,407
Other government grants	349,353	128,605	(23,203)	-	-	454,755
	<u>25,167,782</u>	<u>641,950</u>	<u>(830,060)</u>	<u>129,739</u>	<u>-</u>	<u>25,109,411</u>
<b>Total Restricted funds</b>	<u>20,135,446</u>	<u>10,897,833</u>	<u>(11,272,973)</u>	<u>-</u>	<u>6,458,000</u>	<u>26,218,306</u>
<b>Total funds</b>	<u><u>21,060,883</u></u>	<u><u>11,429,853</u></u>	<u><u>(11,816,567)</u></u>	<u><u>-</u></u>	<u><u>6,458,000</u></u>	<u><u>27,132,169</u></u>

**Total funds analysis by academy**

Fund balances at 31 August 2023 were allocated as follows:

	<b>2023 £</b>	<b>2022 £</b>
Thomas Estley Community College	<b>1,994,173</b>	2,130,205
Cosby Primary School	<b>270,298</b>	251,956
Richmond Primary School	<b>463,524</b>	344,162
Hallbrook Primary School	<b>187,836</b>	210,393
Central Services	<b>147,390</b>	177,042
	<u><b>3,063,221</b></u>	<u>3,113,758</u>
Total before fixed asset funds and pension reserve	<b>3,063,221</b>	3,113,758
Restricted fixed asset fund	<b>24,748,705</b>	25,109,411
Pension reserve	-	(1,091,000)
<b>Total</b>	<u><u><b>27,811,926</b></u></u>	<u><u>27,132,169</u></u>

**SUCCESS ACADEMY TRUST**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

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

**Total cost analysis by academy**

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

	<b>Teaching and educational support staff costs £</b>	<b>Other support staff costs £</b>	<b>Educational supplies £</b>	<b>Other costs excluding depreciation £</b>	<b>Total 2023 £</b>	<i>Total 2022 £</i>
Thomas Estley Community College	3,887,041	1,093,166	93,350	946,024	<b>6,019,581</b>	5,239,411
Cosby Primary School	968,921	234,368	33,065	201,326	<b>1,437,680</b>	1,260,741
Richmond Primary School	1,905,294	238,699	61,037	410,300	<b>2,615,330</b>	2,412,038
Hallbrook Primary School	745,017	169,117	20,230	165,790	<b>1,100,154</b>	1,029,524
Central Services	85,126	78,749	-	287,649	<b>451,524</b>	1,044,793
<b>Academy Trust</b>	<b>7,591,399</b>	<b>1,814,099</b>	<b>207,682</b>	<b>2,011,089</b>	<b>11,624,269</b>	<b>10,986,507</b>

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

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

	<b>Unrestricted funds 2023 £</b>	<b>Restricted funds 2023 £</b>	<b>Restricted fixed asset funds 2023 £</b>	<b>Total funds 2023 £</b>
Tangible fixed assets	-	-	24,728,990	<b>24,728,990</b>
Current assets	885,390	3,091,650	19,715	<b>3,996,755</b>
Creditors due within one year	-	(913,819)	-	<b>(913,819)</b>
<b>Total</b>	<b>885,390</b>	<b>2,177,831</b>	<b>24,748,705</b>	<b>27,811,926</b>

SUCCESS ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023

19. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2022 £</i>	<i>Restricted funds 2022 £</i>	<i>Restricted fixed asset funds 2022 £</i>	<i>Total funds 2022 £</i>
Tangible fixed assets	-	-	25,071,951	25,071,951
Current assets	913,863	3,048,094	37,460	3,999,417
Creditors due within one year	-	(848,199)	-	(848,199)
Pension scheme liabilities	-	(1,091,000)	-	(1,091,000)
<b>Total</b>	<b>913,863</b>	<b>1,108,895</b>	<b>25,109,411</b>	<b>27,132,169</b>

20. Reconciliation of net expenditure to net cash flow from operating activities

	<b>2023 £</b>	<b>2022 £</b>
Net expenditure for the year (as per Statement of Financial Activities)	<b>(501,243)</b>	<b>(386,714)</b>
<b>Adjustments for:</b>		
Depreciation	<b>819,493</b>	830,060
Capital grants from DfE and other capital income	<b>(200,740)</b>	(641,950)
Interest receivable	<b>(26,942)</b>	(1,171)
Defined benefit pension scheme cost less contributions payable	<b>43,000</b>	698,000
Defined benefit pension scheme finance cost	<b>47,000</b>	117,000
(Increase)/decrease in stocks	<b>3,870</b>	(466)
(Increase)/decrease in debtors	<b>(65,967)</b>	220,370
Increase in creditors	<b>65,620</b>	34,848
<b>Net cash provided by operating activities</b>	<b>184,091</b>	<b>869,977</b>



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**SUCCESS ACADEMY TRUST**

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**NOTES TO THE FINANCIAL STATEMENTS  
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**21. Cash flows from investing activities**

	<b>2023</b>	<b>2022</b>
	£	£
Dividends, interest and rents from investments	<b>26,942</b>	1,171
Purchase of tangible fixed assets	<b>(476,532)</b>	(734,229)
Capital grants from DfE Group and other capital income	<b>200,740</b>	641,950
<b>Net cash used in investing activities</b>	<b>(248,850)</b>	<b>(91,108)</b>

**22. Analysis of cash and cash equivalents**

	<b>2023</b>	<b>2022</b>
	£	£
Cash in hand and at bank	<b>3,671,879</b>	3,736,638
<b>Total cash and cash equivalents</b>	<b>3,671,879</b>	<b>3,736,638</b>

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

	<b>At 1 September 2022</b>	<b>Cash flows</b>	<b>At 31 August 2023</b>
	£	£	£
Cash at bank and in hand	<b>3,736,638</b>	<b>(64,759)</b>	<b>3,671,879</b>
	<b>3,736,638</b>	<b>(64,759)</b>	<b>3,671,879</b>

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## SUCCESS ACADEMY TRUST

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

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#### 24. 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 2016 and of the LGPS 31 March 2019.

Contributions amounting to £181,179 were payable to the schemes at 31 August 2023 (2022 - £165,503) 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 specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

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

The next valuation result is due to be implemented from 1 April 2024.

The employer's pension costs paid to TPS in the year amounted to £856,261 (2022 - £851,516).

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 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.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**24. Pension commitments (continued)**

**Local Government Pension Scheme**

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2023 was £833,000 (2022 - £667,000), of which employer's contributions totalled £678,000 (2022 - £542,000) and employees' contributions totalled £155,000 (2022 - £125,000). 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.

**Principal actuarial assumptions**

	<b>2023</b>	2022
	%	%
Rate of increase in salaries	<b>3.50</b>	3.55
Rate of increase for pensions in payment/inflation	<b>3.00</b>	3.05
Discount rate for scheme liabilities	<b>5.20</b>	4.25
Inflation assumption (CPI)	<b>3.00</b>	3.05
Commutation of pensions to lump sums	<b>55</b>	50
	<b>=====</b>	<b>=====</b>

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

	<b>2023</b>	2022
	Years	Years
<i>Retiring today</i>		
Males	<b>19.7</b>	21.5
Females	<b>24.4</b>	24.0
<i>Retiring in 20 years</i>		
Males	<b>21.3</b>	22.4
Females	<b>25.7</b>	25.7
	<b>=====</b>	<b>=====</b>

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**24. Pension commitments (continued)**

**Sensitivity analysis**

	<b>2023</b>	<i>2022</i>
	<b>£000</b>	<b>£000</b>
Discount rate -0.1%	<b>174</b>	<i>197</i>
Salary increase rate +0.1%	<b>18</b>	<i>18</i>
Pension increase rate +0.1%	<b>159</b>	<i>181</i>
	<b>=====</b>	<b>=====</b>

**Share of scheme assets**

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

	<b>At 31</b>	<i>At 31</i>
	<b>August 2023</b>	<i>August 2022</i>
	<b>£</b>	<b>£</b>
Equities	<b>4,783,000</b>	<i>4,579,000</i>
Corporate bonds	<b>2,853,000</b>	<i>2,102,000</i>
Property	<b>587,000</b>	<i>676,000</i>
Cash and other liquid assets	<b>169,000</b>	<i>149,000</i>
	<b>=====</b>	<b>=====</b>
<b>Total market value of assets</b>	<b>8,392,000</b>	<i>7,506,000</i>

The actual return on scheme assets was £157,000 (2022 - £(10,000)).

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## SUCCESS ACADEMY TRUST

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

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#### 24. Pension commitments (continued)

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.

#### Asset model

The HRAM type of model is known as an economic scenario generator and uses probability distributions to project a range of possible outcomes for the future behaviour of asset returns and economic variables. Some of the parameters of the model are dependent on the current state of financial markets and are updated each month (for example, the current level of equity market volatility) while other more subjective parameters do not change with different calibrations of the model.

Key subjective assumptions are:

- the average excess equity return over the risk free asset (tending to approximately 3% p.a. as the investment horizon is increased).
- the volatility of equity returns (approximately 18% p.a. over the long term) and the level and volatility of yields, credit spreads, inflation and expected (breakeven) inflation, which affect the projected value placed on the liabilities and bond returns.
- the output of the model is also affected by other more subtle effects, such as the correlations between economic and financial variables.

The only exception to the use of HRAM is in deriving the expected return on bond assets: instead of the HRAM output, the actuary has used the yields applicable at the accounting date on suitable bond indices. The expected return on assets is based on the long-term future expected investment return for each asset class as at the beginning of the period (i.e. as at 1 September 2022 for the year to 31 August 2023, or date of joining the fund if later).

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

	2023 £	2022 £
Current service cost	(721,000)	(1,240,000)
Interest income	334,000	119,000
Interest cost	(381,000)	(236,000)
<b>Total amount recognised in the Statement of Financial Activities</b>	<b>(768,000)</b>	<b>(1,357,000)</b>

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**SUCCESS ACADEMY TRUST**

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

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**24. Pension commitments (continued)**

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

	2023 £	2022 £
<b>At 1 September</b>	<b>8,597,000</b>	13,683,000
Current service cost	721,000	1,240,000
Interest cost	381,000	236,000
Employee contributions	155,000	125,000
Actuarial gains	(1,823,000)	(6,587,000)
Benefits paid	(104,000)	(100,000)
<b>At 31 August</b>	<b>7,927,000</b>	8,597,000

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

	2023 £	2022 £
<b>At 1 September</b>	<b>7,506,000</b>	6,949,000
Derecognition of surplus	(465,000)	-
Interest income	334,000	119,000
Actuarial losses	(177,000)	(129,000)
Employer contributions	678,000	542,000
Employee contributions	155,000	125,000
Benefits paid	(104,000)	(100,000)
<b>At 31 August</b>	<b>7,927,000</b>	7,506,000

The closing position of the FRS102 valuation as at 31 August 2023 was a net asset of £465,000. The Trust does not expect to benefit from the pension fund asset therefore an adjustment has been made for derecognition of surplus.

**25. Operating lease commitments**

At 31 August 2023 the Academy Trust had commitments to make future minimum lease payments under non-cancelable operating leases as follows:

	2023 £	2022 £
Not later than 1 year	2,697	2,697
Later than 1 year and not later than 5 years	6,743	9,441
	<b>9,440</b>	12,138

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## SUCCESS ACADEMY TRUST

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

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#### 26. 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.

#### 27. 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 ESFA 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 £1,735 (2022 - £1,200) during the period. There were no amounts outstanding at 31 August 2023 (2022 - £Nil)
- 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.

#### 28. 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 2023 were £1,902. The charity's annual gross income was £1,755 (2022 - £8,220), its expenditure was £968 (2022 - £10,696) and its surplus for the year was £787 (2022 - Deficit £2,476).

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 2023 were £9,006. The charity's annual gross income was £8,376 (2022 - £3,882), its expenditure was £8,026 (2022 - £1,305) and its surplus for the year was £350 (2022 - £2,577).