

Lee Chapel Multi Academy Trust

(A Company Limited by Guarantee)

Annual Report and Financial Statements
For the year ended 31 August 2021

Company Registration Number: 07673871 (England and Wales)

Lee Chapel Multi Academy Trust

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Lee Chapel Multi Academy Trust

Reference and Administrative Details

Members & Trustees

Mr Craig O'Callaghan

Mrs Sandy Tomlinson
Mrs Megan Jenkins
Mr Michael Smith

Trustees

Mrs Susan Jackson
Mr Dermot Kavanagh
Mr Steve Robson
Mr Michael Stephen Betteridge
Mr Rod Pollington
Mrs Grace Olugbodi
Mr Ian Randle (appointed 14/10/2020)
Mr Roy Roberts (appointed 14/10/2020)

Company Secretary

Mrs Victoria Carter

Senior Management Team:

Head Teacher: Lee Chapel Primary School
Head of School: Greensted Junior School
Head of School: Northlands Primary School
Head Teacher: Phoenix Primary School
Head Teacher: Ryedene Primary School
Head Teacher: Greensted Infant School
Chief Financial Officer

S L Jackson
I Hampshire
B Figg
K Geary
T Dennis
J Farrow
A Burrows

Principal and Registered Office

The Knares
Basildon
Essex
SS16 5RU

Company Registration Number

07673871 (England and Wales)

Independent Auditor

Moore Kingston Smith LLP
Devonshire House
60 Goswell Road
London
EC1M 7AD

Lee Chapel Multi Academy Trust Reference and Administrative Details

Bankers

Lee Chapel Primary School
Phoenix Primary School

Lloyds Bank
89 High Street
Billericay
Essex
CM12 9AT

Northlands Primary School
Ryedene Primary School
Greensted Junior School
Greensted Infant School

Lloyds Bank
14-20 Town Square
Basildon
Essex
SS14 1DU

Lee Chapel Multi Academy Trust

Trustees' Report

For the year ended 31 August 2021

The trustees present their annual report together with the financial statements and auditor's report of the charitable company for the year to 31 August 2021. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

The academy trust operates four primary, a junior and infant school for pupils aged 2 – 11 serving a catchment area in Basildon, Essex. Its academies have a combined pupil capacity of 3044 (includes nursery pupils full and part time) and had a roll of 3058 in the school census in October 2020.

	Capacity	Roll
Lee Chapel Primary School	960	1046
Greensted Infant school	232	215
Greensted Junior School	240	241
Northlands Primary School	720	634
The Phoenix Primary School	570	628
Ryedene Primary School	322	294
Total	3044	3058

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 trustees of Lee Chapel Multi Academy Trust are also the directors of the charitable company for the purposes of company law. The charitable company operates as Lee Chapel Multi 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.

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.

Directors'/Trustees' Indemnities

The Charitable Company has Trustee liability insurance through Zurich Insurance which all the academies subscribe to.

Method of Recruitment and Appointment or Election of Trustees

The Members of the Academy Trust shall comprise:

- a. the members of the company on the date of the adoption of the articles (01 August 2011); and
- b. any person appointed under Article ("The Members may agree by passing a special resolution to appoint such additional Members as they think fit") - provided that at any time the minimum number of Members shall not be less than three. An employee of the Academy Trust cannot be a Member of the Academy Trust.

The Multi Academy Trust comprises the following from Lee Chapel Governing Body: the Headteacher, Chair, Vice Chair, Governor and a Parent; Greensted Governing Body the Chair and a Parent, Phoenix, Northlands, Ryedene and Greensted Infant School each schools Chair of Governors and independently 2 community governors.

The Trust advertises local governing body and trust vacancies through Juniper Governor Services. New trustees or members are voted onto the board at their meetings.

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Lee Chapel Academy's Governing Body comprises the Head Teacher, two Staff Governors (who are employees of Lee Chapel School & Nursery), two parent Governors and five Community Governors. The Articles of Association require that there be a minimum of three Governors. The term is normally four years although the Governors can resign at any time during this period.

Greensted Junior School Academy's Governing Body comprises of the head teacher, two staff governors (who are employees of the Multi Academy Trust) three parent governors and two community governors. The term is normally 4 years although governors can resign at any time during this period.

The Phoenix Primary School & Nursery Governing Body comprises of the head teacher, one staff governor (who is an employee of the Academy Trust) one parent governor and 5 co-opted governors. The term is normally 4 years although governors can resign at any time during this period.

Ryedene Primary & Nursery School Governing Body comprises of the head teacher, two staff governors (who are employees of the Academy Trust) two parent governors and five co-opted governors. The term is normally 4 years although governors can resign at any time during this period.

Northlands Primary School & Nursery Academy's Governing Body comprises of the Head of School, two staff governors (who are employees of the Academy Trust), two parent governors and 3 co-opted governors

Greensted Infant School & Nursery's Governing Body comprises of the headteacher, one staff governor (who are employees of the Academy Trust), 3 parent governors and 5 co-opted governors. The term is normally 4 years although governors can resign at any time during this period.

Parent Governors for all schools are elected by the parents of current pupils.

Staff Governors for all schools are elected by the staff currently employed by the school.

With regards to the appointment of Community Governors, the Governing body will ensure that consideration is given to the skills mix of the Governors so that they can contribute fully ensure the Academy's development.

Policies and Procedures Adopted for the Induction and Training of Trustees & Governors

All the schools Governing Bodies subscribe to Juniper Education Services Ltd who run the Governor Induction courses and new Governors details are provided to Juniper Education Services Ltd so that they can receive the induction pack and the training courses details.

The training link Governor of the board receives additional training information which is forwarded to the Governors by the Clerk in order that each Governor has the opportunity to attend appropriate training courses.

The Multi Academy Trust runs training evenings in conjunction with Juniper Education Services Ltd concentrating on five specific subjects. All the governors are invited to attend the training sessions, which are held at the schools. The training sessions for 2020/21 were reduced due to COVID and the remote session which did take place was Safeguarding.

Organisational Structure

The Directors are responsible for setting general Trust policy, approving budgets, monitoring the Academies, budget monitoring and making major decisions about the direction of the Academy Trust, capital expenditure and senior staff appointments.

The Chief Executive is the Accounting Officer and is responsible to the Board of Directors for the overall performance of the Trust and its constituent schools. Local Governing Bodies are responsible for the strategic direction and financial oversight of their schools and holding their Headteacher to account for the performance of the school.

Head teachers are responsible for the overall performance of their schools and meeting the objectives set for them by their Local Governing Body and the CEO.

In line with the Trust's scheme of delegation the academy trust board meets once a term and have an additional

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Trustees' Report

For the year ended 31 August 2021

meeting to agree the budgets in the summer term. The Finance & Audit committee meet at least termly.

All local Governing Bodies meet at least once a term. The local Governing Bodies of each school may also have established committees.

Each committee has Terms of Reference, which delegate some decisions to each committee from the board of trustees. The local governing body meeting receives reports from the committees.

At the first local governing body meeting in the autumn term, the governors elect the chair & vice chair of the local governing body and each of the committees if required.

The local Governing Body approves the draft plans and budgets presented by the head teacher. The Trusts Finance & Audit committee review the budgets presented and recommend after rigorous questioning to the Board for approval in the summer term. The local governing body monitor the budget and ensure that any decisions made are within the powers delegated to them. Any financial agreements in excess of the committee's limits are presented to the Trusts Finance & Audit committee and ultimately the board of trustees for approval.

The day to day running of the Academies is delegated to the Head teacher or head of school. The Multi Academy Trust Accounting Officer as required by the Funding Agreement with the Department of Education is Lee Chapel Primary School's head teacher.

Arrangements for setting pay and remuneration of key management personnel

The trustees have delegated the responsibility of remuneration for key management personnel to the CEO / head teacher of Lee Chapel, chair of the board and the individual chair of governors from the local governing body. All Head teachers' pay awards must be awarded and paid within the range for the size of the school (determined by the pupil numbers) as agreed by the MAT Board of Directors. Decisions regarding performance related pay are made at the head teachers performance review and recommendations are forwarded to the local governing body and the board of directors are informed. The local Governing Body Chair and Vice Chair conduct the review for the Headteacher of Lee Chapel Primary School and Nursery as her salary is exclusively funded by the school (the head teacher is not paid for her CEO role and does not receive any remuneration from the MAT).

The CFO performance and pay review is conducted by the CEO and the chair of the board of Directors.

Directors/Trustees receive no pay or remuneration for acting as Directors/Trustees.

Trade union facility time

The trust had no employees who were relevant union officials during the year.

Related Parties and other Connected Charities and Organisations

Lee Chapel Primary School Academy became Lee Chapel Multi Academy Trust and the sponsor of Greensted Junior School on 1st September 2012. On 1st September 2016, the following schools were sponsored: The Phoenix Primary School & Nursery, Northlands Primary School & Nursery and Ryedene Primary & Nursery School. Lee Chapel Nursery joined the trust on 1st September 2016. On 1st September 2018, Greensted Infant School joined the trust.

Engagement with employees (including disabled persons)

The welfare of our staff is fundamental to our business and to ensuring the provision of an 'Outstanding' education for our pupils. The Health and safety of all employees is important to us and we encourage and empower them to take ownership and to report and raise any issues they encounter in this respect.

The Board agree common policies and practices and these are applied throughout the Trust. The head teachers have regular meetings with the CEO and these are communicated to the staff in the schools' weekly staff meeting and the minutes are circulated to all employees following these meetings. Risk Assessments are regularly carried out covering all aspects of the school's premises, staff and pupils to ensure a safe working environment. During the COVID 19 pandemic these Risk Assessments plans have been reviewed regularly and any additional measures to

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mitigate the risk of virus transmission have been communicated to staff as their health and safety has been paramount to ensuring that the schools could remain open.

The Trust has followed and implemented Government and Local Authority guidelines throughout the pandemic, communicating these to staff and parents. Personal Protective Equipment has been provided, additional cleaning and sanitisation products purchased and bubbles of pupils and staff maintained to reduce the risk of COVID19 virus transmission.

The staff are represented at the local governing body meetings by both a teacher and a support staff member and they may raise any issues brought to their attention by other staff and provide feedback. The financial position of the school is discussed and staff are regularly made aware of their individual responsibility in ensuring the stability of the finances at the school and ultimately the Trust.

The Trust policy is to treat disabled people on the same basis as all staff in relation to employment, career development and training. Staff involvement in meeting the company's aims is encouraged at all levels.

The Trust is committed to a policy of equal opportunities for all staff.

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

The Trust has continued to use its existing suppliers where possible and pay them within timescales and earlier where possible as per the Government directive throughout COVID19. The trust continues to operate on Best for Value deals and this has been used to extend fixed contracts for up to 3 years to ensure a fixed deal has been agreed in the current climate. The trust has negotiated new centralised contracts for energy, water and facilities management to ensure it receives best value for money and all current contracts within the schools have been centralised to ensure that all future reviews are completed at the same time.

Objectives and Activities

The Multi Academy Trust's object is to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing schools ("the Academies") offering a broad and balanced curriculum.

The principal aim of the Multi Academy Trust is to provide high quality learning that helps all children meet their potential.

Further aims are:

- To provide an environment that enables children to learn and teachers to teach effectively
- To identify high achieving children and effectively support them to achieve their potential
- To provide equal opportunities for all to achieve

The Multi Academy Trust focused on the following objectives:

Lee Chapel Primary School

- Implement a robust catch-up and curriculum recovery action plan in order to teach to the gaps in children's knowledge and understanding and by so doing raise standards of achievement, progress and attainment
- To continue to strengthen leadership at all levels across the school, ensuring that all are accountable and responsible for
- Leaders and governors focus on consistently improving outcomes for disadvantaged pupils
- Ensure that much teaching over time in all Year Groups is outstanding and never less than consistently good
- To improve the attendance overall by all groups, especially the disadvantaged
- To promote the well-being of staff and pupils
- To further expand and improve provision and outcomes for Nursery pupils
- To further extend ITT provision, year on year increasing the numbers of trainee teachers

Lee Chapel Multi Academy Trust

Trustees' Report

For the year ended 31 August 2021

- To embed reading progression matrixes in order to ensure that pupil's progress in reading and their acquisition of a rich vocabulary accelerates
- Review staffing structure and deployment of teaching and non-teaching staff in the light of budgetary pressures caused by declining SEND top-up funding.

Greensted Junior School

- To continue to implement a robust Recovery Curriculum focusing on accelerating the progress of all groups of children (including boys, girls, disadvantaged pupils and academically more able)
- To continue to raise attainment at end of Key Stage Two for all groups of children in National Tests
- To maintain and develop high standards of behaviour and community cohesion
- To improve the attendance overall of all groups, especially the disadvantaged
- To decrease the persistent absenteeism rate
- To continue to promote the well-being of staff and pupils
- To ensure all staff and stakeholders are aware and contribute towards the updated Covid 19 Risk Assessment
- To review staffing structure and deployment of teaching and non-teaching staff in the light of budgetary pressures.
- To ensure all staff and stakeholders are aware and contribute towards the ongoing Covid 19 Risk Assessment

The Phoenix Primary School & Nursery

- Implement a robust catch-up and curriculum recovery action plan in order to raise standards of achievement, progress and attainment as a result of missed learning during Covid-19
- To continue to strengthen leadership at all levels across the school, ensuring that all are accountable and responsible for the standards and achievement in their subjects. Supporting new leaders in leading their subjects.
- Leaders and governors focus on consistently improving outcomes for disadvantaged pupils
- Ensure that much teaching over time in all Year Groups is outstanding and never less than consistently good
- To improve the attendance overall by all groups, especially the disadvantaged
- To promote the well-being of staff and pupils
- To embed reading progression matrixes in order to ensure that pupil's progress in reading and their acquisition of a rich vocabulary accelerates
- Review staffing structure and deployment of teaching and non-teaching staff in the light of budgetary pressures.
- Investigate and pursue the expansion from a three to a four-form entry.

Ryedene Primary & Nursery School

- Implement a robust catch-up and curriculum recovery action plan in order to raise standards of achievement, progress and attainment.
- Design the curriculum to enable teachers to plan well-sequenced lessons in all foundation subjects and reading so that pupils make strong progress in these subjects.
- Ensure the curriculum equips teachers with the skills and strategies to plan sequences of learning that meet the needs of the most able in all subjects of the curriculum and in the early years
- Improve the outcomes for writing in all year groups, especially for boys and disadvantaged pupils
- Develop the teaching of Maths
- Ensure that the rate of persistent absence continues its decline so that all pupils attend school regularly.
- Develop the school's analysis of, and response to, pupils' behaviour over time
- To maintain the very highest pupil performance standards across the school, with pupils continuing to achieve at or above the national standards
- To be judged as outstanding in the EYFS

Lee Chapel Multi Academy Trust Trustees' Report For the year ended 31 August 2021

Northlands Primary School & Nursery

- Raising attainment at end of Key Stage Two for all groups of children
- Implement a catch up and recovery curriculum to raise progress and attainment
- To improve attendance overall by all groups
- Review staffing structure and deployment of support staff in the light of budgetary pressures
- To embed a new English scheme of work with an emphasis on raising reading attainment and progress
- To develop a curriculum with an emphasis on creating *historians*, *scientists* through embedding key skills and knowledge

Greensted Infant School & Nursery

- To ensure that children's gaps in knowledge or understanding due to the COVID 19 closure are comprehensively identified and individually addressed. All planning will be based upon prior assessment.
- To ensure consistently high standards of Teaching & Learning and pupil feedback, so that all lessons are good or outstanding, thus impacting on all groups of pupils' progress and outcomes. GLD, Phonics Check and End of KS1 results to be at least national expectation.
- To continue to develop provision for SEN children and 'disadvantaged children' through the use of specific intervention focused upon child's learning barrier and scaffolded quality first teaching.
- To continue to provide a safe, happy, supportive working environment for all children & adults – by supporting all children's behavioural, social & emotional needs through the use of the PSHE curriculum & Sensory Room & implementation of Behaviour Policy.
- To improve pupil attendance & meet target of 96%.
- To raise the profile of Homework, encouraging children to consolidate learning at home.
- To work with Governing Body to induct new members, ensuring constructive challenge to the School.

Public benefit

The Multi Academy Trust receives the majority of its income from the Department for Education to provide educational services to children and to ensure that they have a broad & balanced curriculum. The Trustees are satisfied that they meet the public benefit criteria.

The trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

Strategic Report Achievements and Performance

Lee Chapel Primary School & Nursery

Lee Chapel Primary School is an oversubscribed primary school, which has an Outstanding Ofsted rating.

The school received 349 applications for the September 2021 Reception intake for 120 places of which 163 were 1st choice and 163 2nd & 3rd choices. The school has eight open mornings with a total of 16 sessions, which it holds in the autumn term for prospective new parents.



Aspire, Believe, Achieve

Lee Chapel Primary School Pupil Outcomes 2021



Aspire, Believe, Achieve

Early Years Foundation Stage	% achieving GLD	% achieving EXP+EXC Reading	% achieving EXP+EXC Writing	% achieving EXP+EXC Number	% achieving EXP+EXC SSM	% achieving EXP+EXC Self conf	% achieving EXP+EXC Man feelings	% achieving EXP+EXC Rel
All Pupils (122)	80.2%	83.5%	83.5%	90.1%	90.1%	92.6%	92.6%	92.6%
Pupil Premium (18)	61.1%	66.7%	66.7%	83.3%	83.3%	94.4%	94.4%	94.4%

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Non-Pupil Premium (104)	83.5%	86.4%	86.4%	91.3%	91.3%	92.2%	92.2%	92.2%
Boys (67)	74.2%	78.8%	78.8%	84.8%	84.8%	86.4%	86.4%	86.4%
Girls (55)	87.3%	89.1%	89.1%	96.4%	96.4%	100%	100%	100%

Year 1 Phonics	% achieving national expectations							
All Pupils (103/120)	86%							
Pupil Premium (13/120)	65%							
Non-Pupil Premium (107/120)	89%							

End of Key Stage 1

	No. of pupils meeting age related expectations	% of pupils meeting age related expectations	No. of pupils exceeding age related expectations	% of pupils exceeding age related expectations
Reading				
All pupils (122)	103	85%	33	27%
Pupil Premium (25)	18	72%	1	4%
Non-Pupil Premium (96)	85	87%	32	33%
Writing				
All pupils (122)	95	79%	34	28%
Pupil Premium (25)	15	60%	2	8%
Non-Pupil Premium (96)	80	83%	32	33%
Mathematics				
All pupils (122)	96	79%	45	37%
Pupil Premium (25)	16	64%	5	20%
Non-Pupil Premium (96)	80	83%	40	41%
Combined Results (Reading, Writing and Maths)				
All pupils (122)	88	72%	31	25%
Pupil Premium (25)	13	52%	1	4%
Non-Pupil Premium (96)	75	78%	30	31%

End of Key Stage 2

	No. of pupils meeting age related expectations	Lee Chapel % of pupils meeting age related expectations	No. of pupils exceeding age related expectations (Test Scaled Score \geq 110)	% of pupils exceeding age related expectations (Test Scaled Score \geq 110)
Reading				
All pupils (127)	109	86%	63	50%
Pupil Premium (42)	34	81%	13	31%
Non-Pupil Premium (85)	75	88%	53	57%
Writing (Teacher Assessment)				
All pupils (127)	114	90%	69	54%
Pupil Premium (42)	18	43%	16	38%
Non-Pupil Premium (85)	80	94%	53	62%
Grammar, Punctuation and Spelling				
All pupils (127)	113	89%	66	52%
Pupil Premium (42)	35	83%	18	43%
Non-Pupil Premium (85)	78	92%	55	65%
Mathematics				
All pupils (127)	114	90%	54	43%
Pupil Premium (42)	36	86%	12	27%
Non-Pupil Premium (85)	78	92%	47	55%
Combined Results (Reading, Writing and Maths)				
All pupils (127)	107	84%	53	42%
Pupil Premium (42)	34	81%	8	19%
Non-Pupil Premium (85)	73	86%	46	54%

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Analysis & Main objectives

After the cancellation of statutory primary assessment in 2020 and 2021 due to COVID-19, the DfE's intention is for the early years foundation stage (EYFS) profile and all existing statutory key stage 1 and 2 assessments to return in 2021/22, following their usual timetable.

The data presented is therefore based on teacher assessments, which have gone through rigorous moderation.

Attendance

Whole School Attendance 2020/21 was 96.25%

FSM/Pupil Premium Attendance 2020/21 was 92.95%

Lee Chapel Teaching School Alliance

The Lee Chapel Teaching School runs the School Direct Training programme for the Basildon schools. The teaching school advertise and recruits' trainees who wish to train as teachers. The teaching school can award Qualified Teacher Status (QTS). The Teaching school had 11 trainees who were awarded their Qualified Teacher Status and 9 gained employment within the Basildon schools and 2 outside of Basildon.

Greensted Junior School

NATIONAL CURRICULUM RESULTS 2021

Key Stage 2

	No. of pupils expected to meet age-related expectations	% of pupils expected to meet age-related expectations	No. of pupils expected to exceed age related expectations	% of pupils expected to exceed age related expectations
Reading				
All pupils (61)	55	90%	25	41%
Pupil Premium (30)	25	83%	9	30%
Non-Pupil Premium (31)	29	94%	16	26%
Writing				
All pupils (61)	55	90%	22	36%
Pupil Premium (30)	26	87%	8	27%
Non-Pupil Premium (31)	30	97%	14	45%
Maths				
All pupils (61)	51	84%	16	26%
Pupil Premium (30)	22	73%	5	17%
Non-Pupil Premium (31)	29	94%	11	35%
Combined Results (Reading, Writing and Maths)				
All pupils (61)	49	80%	13	21%

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Pupil Premium (30)	21	70%	3	10%
Non-Pupil Premium (31)	28	90%	10	32%

Analysis & Main objectives

- Early starts (8.30am) providing dedicated time for teacher and LSA to “pick up” issues from previous day and “pre-teach” where necessary
- Reduction in assemblies meaning an increase in whole class reading to end the day
- Weekly whole class guided reading sessions taught by the class teacher (not cover teacher) focusing on a range of questions from the reading domains.
- Additional Extra “English” lessons each week taught by English Leads across all Year groups (Big Read/Write) using Whole Class Modelled Reading techniques (Rising Stars Whiteboard Resource Purchased)
- Tailored personalised coaching of targeted pupils across Year Groups including English Lead and Deputy Headteacher working with groups on fluency and literal understanding.
- Language and vocabulary to be a huge push in all curriculum areas with Tier 1,2,3 vocabulary to be displayed, explained & used in writing a cross all subjects.
- Midday assistants / Trainee teachers to read regularly with the focus pupils in their Year group Bubble.
- Targeted Tuition for Year 6 “Cusp” children –lead by experienced HLTA to “pick up” misunderstanding from the lesson – same day intervention
- Weekly additional Marvellous maths lessons - planned and taught by the class teachers using the SATS analysis as the main focus (Fractions, % , shape, protractor work etc - where marks were dropped)
- Explicit links to maths in other subject areas e.g. statistics in Science.
- Using White Rose as a main basis for the planning with a view to move units around where they need the most emphasis (based on the gap analysis)

Attendance

Whole School Attendance 2020/ 2021: 93.8%

Whole School Attendance: FSM / Pupil Premium Attendance 2020/2021 : 91.22%

Phoenix Primary School & Nursery Outcomes 2021

Phonics

Early Years Foundation Stage (89)	66.3%
Pupil Premium (23)	47.8%
Non-Pupil Premium (66)	72%
Year 1 (82)	85%
Pupil Premium (29)	79%
Non-Pupil Premium (54)	89%
Year 2 (79)	85.9%
Pupil Premium (23)	76.2%
Non-Pupil Premium (58)	89.5%

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Key Stage 1

	No. of pupils expected to meet age-related expectations	% of pupils expected to meet age-related expectations	No. of pupils expected to exceed age related expectations	% of pupils expected to exceed age related expectations
Reading				
All pupils (79)	63	79.7%	15	19%
Pupil Premium (23)	16	69.6%	0	0%
Non-Pupil Premium (56)	47	83.9%	15	26.8%
Writing				
All pupils (79)	63	79.7%	15	19%
Pupil Premium (23)	15	65.2%	0	0%
Non-Pupil Premium (56)	43	76.8%	14	25%
Maths				
All pupils (79)	61	77.2%	20	25.3%
Pupil Premium (23)	16	69.6%	0	0%
Non-Pupil Premium (56)	45	80.4	20	35.7%
Combined Results (Reading, Writing and Maths)				
All pupils (79)	58	73.4%	13	16.5%
Pupil Premium (23)	15	65.2%	0	0%
Non-Pupil Premium (56)	43	76.8%	13	23.2%

Key Stage 2

	No. of pupils expected to meet age-related expectations	% of pupils expected to meet age-related expectations	No. of pupils expected to exceed age related expectations	% of pupils expected to exceed age related expectations
Reading				
All pupils (59)	55	93.2%	32	54.2%
Pupil Premium (36)	34	94.4%	17	47.2%
Non-Pupil Premium (23)	21	91.3%	15	65.2%
Writing				
All pupils (59)	52	88.1%	24	40.7%
Pupil Premium (36)	32	88.9%	14	38.9%
Non-Pupil Premium (23)	20	87%	14	60.9%

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Maths				
All pupils (59)	54	91.5%	32	54.2%
Pupil Premium (36)	32	88.9%	18	50%
Non-Pupil Premium (23)	22	95.7%	14	60.9%
Combined Results (Reading, Writing and Maths)				
All pupils (59)	52	88.1%	20	33.9%
Pupil Premium (36)	32	88.9%	11	30.6%
Non-Pupil Premium (23)	20	87%	9	39.1%

Analysis & Main objectives

The Phoenix Primary School and Nursery recently expanded the Nursery to accommodate 150 pupils. The school has split the Nursery into two distinct age group classes (rising 3s and rising 4s) to ensure the older pupils are Reception class ready.

Since joining Lee Chapel Multi Academy Trust, the school has seen radical improvements across all key stages and most notable in our KS2 results in 2018, 2019 and 2021 (Teacher Assessment). The school has worked closely with Mrs S Jackson (CEO) and has implemented all the suggested improvements to systems and teaching resulting in significant improvements in terms of pupil's outcomes.

The school is now an oversubscribed three-form entry primary school in all years. We have an extensive waiting list for Reception and across the school. We are in the process of gaining planning permission in preparation to move towards a four-form entry primary school in the future.

The school has worked tirelessly to improve its reputation, which was poor in the past. Phoenix is now held in high esteem by all, with governors extremely proud of the achievements to date.

The success of the school's progress on its school improvement journey is due to the talented and dedicated staff and the swift action of the leadership team. The recent Ofsted stated 'Since becoming an academy in 2016, inspirational leadership from the headteacher and her deputy headteacher has transformed the quality of education provided for pupils'

'Teaching is outstanding. Staff go the extra mile to ensure that pupils overcome any barriers to their learning and make exceptional progresses. The distributed leadership and 'team purpose' is also a significant factor in the success of the school. The aspirational strategic and robust operational leadership and management of the school continues to drive up pupils' standards of attainment (as evidenced in books) and accelerate their progress (evidenced in tracking data and pupil outcomes).

The learning environment and building updates have inspired the children and promoted a 'can do' culture which has supported the schools drive to raise standards of attainment and rates of pupil progress.

The school has been most successful with accelerating the progress of the most disadvantaged pupils and those in receipt of pupil premium or SEN funding.

Attendance

Whole School Attendance 2020/21 was 93.9%

FSM/Pupil Premium Attendance 2020/21 was 90.2%

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There is a clear drive towards improving attendance for 2021/22, due to Coronavirus lockdowns and constant changing of attendance coding from the Government.

Ryedene Primary & Nursery School

The school received 81 Reception applications for 60 places. We had a waiting list of 11 children for the year. This was the second year of our move to two forms of entry. The school held two open mornings.

Ryedene Primary and Nursery School was graded as 'good' by Ofsted in June 2019 in all Ofsted categories. Continued improvements in the quality of teaching have been supported by the head teacher and the School Leadership Team. School leaders continue to scrutinise and act upon outcomes for disadvantaged pupils, however their standards and in 2019/20 and 20/21 decreased due to the lockdowns. On the pupils' return the school have been extremely focused on catch up and getting the disadvantaged pupils back to working at the expected standard. Governors continue to regularly monitor the work of the school, as outlined in the School Development Plan. During 2020/21 governor monitoring has focussed on catch up and the recovery curriculum as well as the impact individual leaders are having on standards.



Ryedene Primary and Nursery School
Pupil Outcomes 2021



Early Years Foundation Stage	% achieving GLD	% achieving EXP+EXC Reading	% achieving EXP+EXC Writing	% achieving EXP+EXC Number	% achieving EXP+EXC SSM	% achieving EXP+EXC Self- Regulation	% achieving EXP+EXC Building Relationships	% achieving EXP+EXC Managing Self
All Pupils (60)	65%	65%	65%	73%	73%	78%	78%	78%
Pupil Premium (21)	29%	29%	29%	48%	48%	48%	48%	48%
Non-Pupil Premium (39)	85%	85%	85%	85%	85%	95%	95%	95%
Boys (31)	52%	52%	52%	52%	52%	71%	71%	71%
Girls (29)	79%	79%	79%	79%	79%	93%	93%	93%

Year 1 Phonics	% achieving national expectations
All Pupils (50)	56%
Pupil Premium (25)	36%
Non-Pupil Premium (25)	76%

End of Key Stage 1

	No. of pupils meeting age related expectations	% of pupils meeting age related expectations	No. of pupils exceeding age related expectations	% of pupils exceeding age related expectations
Reading				
All pupils (30)	20	67%	10	33%
Pupil Premium (12)	8	67%	4	33%
Non-Pupil Premium (18)	12	67%	6	33%
Writing				
All pupils (30)	19	63%	9	30%
Pupil Premium (12)	8	67%	4	33%
Non-Pupil Premium (18)	11	61%	5	28%
Maths				
All pupils (30)	20	67%	5	17%
Pupil Premium (12)	9	75%	2	17%
Non-Pupil Premium (18)	11	61%	3	17%
Combined Results (Reading, Writing and Maths)				
All Pupils (30)	17	57%	3	10%
Pupil Premium (12)	6	50%	1	8%
Non-Pupil Premium (18)	11	61%	2	11%

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End of Key Stage 2							
	No. of pupils meeting age related expectations	% of pupils meeting age related expectations	% pupils achieving 'at least expected' Essex	% pupils achieving 'at least expected' England	Progress Measure: KS1 to KS2	No. of pupils exceeding age related expectations (Test Scaled Score ≥ 110)	% of pupils exceeding age related expectations (Test Scaled Score ≥ 110)
Reading							
All pupils (30)	23	77%				9	30%
Pupil Premium (12)	8	67%				2	17%
Non-Pupil Premium (18)	14	78%				7	39%
Writing (Teacher Assessment)							
All pupils (30)	18	60%				7	23%
Pupil Premium (12)	4	33%				0	0%
Non-Pupil Premium (18)	14	78%				7	39%
Maths							
All pupils (30)	23	77%				5	17%
Pupil Premium (12)	8	67%				2	17%
Non-Pupil Premium (18)	15	83%				3	17%
Combined Results (Reading, Writing and Maths)							
All Pupils (30)	17	57%				3	10%
Pupil Premium (12)	4	33%				0	0%
Non-Pupil Premium (18)	13	72%				3	17%
Grammar, Punctuation & Spelling							
All Pupils (30)	24	80%				9	30%
Pupil Premium (12)	8	67%				1	8%
Non-Pupil Premium (18)	16	89%				8	44%

Analysis & Main objectives

Strengths of the school, highlighted in our previous Ofsted and previous MAT Reviews include;

- The school has established a strong culture of learning and pupils display positive learning behaviours
- Teachers and pupils value learning and work hard together so that pupils make good progress
- Relationships between staff and pupils is a strength
- Leaders' professional development for teachers is effective and has contributed towards the many improvements to teaching, learning and assessment over recent years
- Teachers are fully committed to their professional development and use what they learn to improve their pupils' learning
- Pupils make good progress as they move through the school
- Pupils show confidence in their learning. They demonstrate determination to succeed and they learn well together
- The quality of provision in the early years is good. Children enjoy and value their learning and make a good start to their education
- Leaders' and teachers' support for pupils with special educational needs and/or disabilities (SEND) is effective. These pupils make good progress from their starting points

Attendance

Attendance 2020/21 = 95.1%

FSM/Pupil Premium Attendance = 92.15%

Northlands Primary School and Nursery

The pandemic provided plenty of challenges for entire school community at Northlands. Nearly every year group needed to isolate before Christmas together with the national lockdown after Christmas and the school's main priority was to prioritise what needed to be taught in the remaining time left at school.

The school made a bold decision to stream classes, this enabled:

- Similar ability children to be taught together across the curriculum
- More focused teaching of gaps in areas of the curriculum
- Children's movements around the school to be limited to prevent further disruption to learning due to positive cases
- Staff to be deployed to specific year groups where more experienced teachers would be successful
- More adults to be directed towards to groups of children with the highest need and in doing so reducing the child to adult ratio

The staff should be congratulated for embracing many new initiatives and methods of working brought in by the new Head of School. These initiatives have enabled teachers to focus on getting back to planning, delivering and assessing excellent lessons. The impact has been seen across the school and in recent MAT reviews. Last year's academic results are evidence that they are improving the quality of education at Northlands.

The pandemic did however provide us with the opportunity to enhance the learning environments inside the school with the entire inside of the hall (excluding the main hall) freshly painted and several inspiring wall wraps installed. The time with reduced children on site also allowed the school to remodel several areas of the Foundation Stage, as well as creating a large set room teaching space. This remodelling also enabled a brand-new staffroom to be created- something the staff desperately needed.

Further enhancements of the learning environments include a brand new, artificially grassed, Foundation Stage garden with child friendly equipment and an engaging fence. The year 1 and year 2 playgrounds have been fully refurbished with new playground equipment including new wet pour. A new library, at the heart of the school has also been a welcome change. These improvements have increased the children and staff's pride in learning and working at Northlands.

The school has worked hard to develop its wrap around provision with a new in-house Tea Time Club created. This has grown steadily from zero numbers to where there are now fifteen children per night. This is continuing to grow. Our Breakfast Club numbers are increasing and along with a slight price increase is now breaking even. The school is continuing to explore ways to generate income.

The school's heating, through a CIF project, has been completed.



**Northlands Primary School and Nursery
End of 2021 Data**



Early Years Foundation Stage	% achieving GLD	% achieving EXP+EXC Reading	% achieving EXP+EXC Writing	% achieving EXP+EXC Number	% achieving EXP+EXC SSM	% achieving EXP+EXC Self conf	% achieving EXP+EXC Man feelings	% achieving EXP+EXC Rel
All Pupils (90)	54%	53%	57%	56%	56%	76%	71%	73%
Pupil Premium (34)	55%	50%	52%	55%	55%	72%	65%	62%
Non-Pupil Premium (56)	56%	59%	60%	59%	59%	79%	70%	72%
Boys (47)	50%	69%	63%	72%	72%	91%	88%	88%
Girls (43)	62%	81%	81%	81%	83%	90%	90%	85%

Year 1 Phonics	% achieving national expectations
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All Pupils (85)	80%
Pupil Premium	87%
Non-Pupil Premium	65%

End of Key Stage 1

	No. of pupils meeting age related expectations	% of pupils meeting age related expectations	No. of pupils exceeding age related expectations	% of pupils exceeding age related expectations
Reading				
pupils (89)	59	66%	12	13%
Pupil Premium (35)	20	57%	4	11%
Non-Pupil Premium (54)	39	72%	8	15%
Writing				
All pupils	64	71%	14	16%
Pupil Premium	22	62%	5	14%
Non-Pupil Premium	42	77%	9	17%
Maths				
All pupils	61	68%	9	10%
Pupil Premium	24	68%	2	6%
Non-Pupil Premium	37	69%	7	13%
Combined Results (Reading, Writing and Maths)				
All Pupils	55	62%	11	12%
Pupil Premium	19	54%	2	6%
Non-Pupil Premium	36	66%	9	16%

End of Key Stage 2

	No. of pupils meeting age related expectations	% of pupils meeting age related expectations	No. of pupils exceeding age related expectations	% of pupils exceeding age related expectations
Reading				
All pupils (75)	48	64%	22	29%
Pupil Premium (31)	18	58%	6	19%
Non-Pupil Premium (44)	30	68%	16	36%
Writing (Teacher Assessment)				
All pupils (75)	60	80%	20	26%
Pupil Premium	22	70%	9	26%
Non-Pupil Premium	38	86%	11	25%
Maths				
All pupils (75)	52	69%	16	21%
Pupil Premium	23	74%	5	16%
Non-Pupil Premium	29	65%	11	25%
Combined Results (Reading, Writing and Maths)				
All Pupils (75)	45	60%	12	16%
Pupil Premium	17	54%	3	9%
Non-Pupil Premium	28	63%	9	20%

Analysis & Main objectives

The following measures have been put in place in order to help us achieve further school improvements next year:

- Continue to stream classes to allow smaller groups of similar ability children to be taught together

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- Increase adult support in Year Groups of concern (Year 3 and Year 6)
- To develop the school's KS2 playground
- To investigate further ways for the school to generate income

Attendance

Attendance 2020/21 = 93.58%

FSM/ Pupil Premium Attendance 2020/21 = 90.90%

Greensted Infant School & Nursery

Greensted Infant School & Nursery is a successful, over-subscribed Infant School, which has a good OFSTED rating.

The School received 163 applications for the September 2021 intake for the 60 places.



Greensted Infant School & Nursery

Early Years Foundation Stage	% achieving GLD	% achieving EXP+EXC Reading	% achieving EXP+EXC Writing	% achieving EXP+EXC Number	% achieving EXP+EXC SSM	% achieving EXP+EXC Self conf	% achieving EXP+EXC Man feelings	% achieving EXP+EXC Rel
All Pupils (60)	45%	53%	50%	60%	82%	78%	85%	92%
Pupil Premium (18)	28%	33%	33%	33%	72%	67%	72%	89%
Non-Pupil Premium (42)	52%	62%	57%	71%	86%	83%	91%	93%
Boys (34)	44%	53%	47%	61%	82%	74%	82%	94%
Girls (26)	46%	54%	54%	58%	81%	85%	89%	89%

Pupil Outcomes 2021

Year 1 Phonics	% achieving national expectations
All Pupils (60)	60%
Pupil Premium (20)	45%
Non-Pupil Premium (40)	63%
Boys (32)	63%
Girls (28)	54%

End of Key Stage 1

	No. of pupils meeting age related expectations	% of pupils meeting age related expectations	No. of pupils exceeding age related expectations	% of pupils exceeding age related expectations
Reading				
All pupils (60)	39	65%	11	18%
Pupil Premium (22)	10	45%	1	5%
Non-Pupil Premium (38)	29	76%	10	26%
Boys (28)	16	57%	4	14%
Girls (32)	23	72%	7	22%
Writing				
All pupils (60)	35	58%	8	13%
Pupil Premium (22)	10	45%	1	5%
Non-Pupil Premium (38)	25	66%	7	18%
Boys (28)	12	43%	3	11%
Girls (32)	23	72%	5	16%
Maths				
All pupils (60)	41	68%	11	18%
Pupil Premium (22)	11	50%	1	45%
Non-Pupil Premium (38)	30	79%	10	26%

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Boys (28)	16	57%	7	25%
Girls (32)	25	78%	4	13%
Combined Results (Reading, Writing and Maths)				
All Pupils (60)	34	57%	6	10%
Pupil Premium (22)	9	41%	1	5%
Non-Pupil Premium (38)	25	66%	5	13%
Boys (28)	12	43%	3	11%
Girls (32)	22	69%	3	9%

Analysis & Main objectives

'Catch Up' Plans for September 2021

- Teachers allocated to their strongest year groups ensuring highest expectations.
- SMT to have weekly teaching commitment to support ongoing monitoring and raising standards.
- Catch Up Clubs to continue in all classes – expectation for all teachers to run Catch Up Club weekly - cusp children specifically targeted.
- TAs to run Catch Up Clubs before and after school & at lunchtime - cusp children specifically targeted.
- Restructuring of TA workforce:
 - Recruitment of SENCo TA to oversee paperwork aspect of SEN, thus allowing SENCo to have more time to work specifically in class with teachers & TAs to support SEN children.
 - Recruitment of additional TA to support Catch Up strategy.
 - 2 TAs allocated to be Reading Champions in September – reading daily with targeted, cusp children – focus on decoding and comprehension skills.
 - Additional Year 2 Literacy group – lower ability, thus freeing class TAs/teachers to work with cusp children.
 - Ongoing reading reward to encourage children to engage in weekly homework and reading.

This academic year, we will resubmit our bid for a new Nursery build, which will enable us to build a purpose-built Nursery unit, which will meet the needs of our children, as well as expanding our capacity. In the longer term, we hope to expand to 3-form entry.

We have recently had several new Governors – 2 parent and a co-opted Governor and the skills level of our Governing Body has increased.

We have worked hard on our budget this year, making frugal decisions, as well as increasing the amount of money that the school generates. Our 30 hours Nursery provision, as well as our after-school club is now firmly established.

Attendance:

Whole School Attendance 2020/21: 94.04%

Pupil Premium Attendance 2020/21: 93.16%

Going Concern

The trustees have considered the impact of the Covid-19 pandemic on the Trust's activities and financial position and have reviewed the Trust's projections and forecasts throughout the last twelve months following the date of approval of this report. The operational impact is dealt with elsewhere in this report, however the financial impact has resulted in reduced income particularly in respect of trips and lettings activities and additional expenditure in respect of continuation of additional cleaning costs and staffing requirements. After making appropriate enquiries, the board of trustees considers these effects to be manageable and therefore has a reasonable expectation that the academy trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues 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

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Statement of Accounting Policies.

Promoting the success of the company

The trust as a charity maintains its status within the community by promoting its academies and its achievements i.e. OFSTED ratings to ensure that the high standards in achievements are maintained. The pupils are rewarded when outstanding achievements are made. The Trust builds on its relationships with other Businesses including local ones and has tried to centralise contracts where possible to ensure it has some continuity for all its academies, which will continue.

Financial Review

The Trust has made it a priority to ensure high standards are maintained in the children's attainments and the environment they are taught in but at the same time as ensuring this is within the budget and any proposals for additional expenditure is rigorously evaluated especially in view of the current climate of uncertainty about future funding,

During this period most of the Trust's income is from the Education & Skills Funding Agency (ESFA) in the form of various grants including COVID recovery and emergency support. Some additional grants (Early Years , SEN and growth funding for schools expanding) have been received from the Local Authority. The grants and the associated expenditure are shown as restricted funds in the Statement of Financial Activities (SOFA). The trust overall income from other income streams continued to be affected by COVID 19 throughout the last year and additional expenditure incurred in order to remain open and ensure the safety of staff and pupils .

The Trust also received grants from the Local Authority for fixed assets (two classrooms built at Northlands Primary School). This grant is shown in the Statement of Financial Activities (SOFA) as restricted income in the fixed asset fund. This fund is reduced annually by the depreciation charges over the expected useful life of the assets concerned.

The Trust raises and receives funds from the children to pay for a wide variety of activities and these have been applied against the associated costs and these are shown in the Statement of Financial Activities (SOFA) as unrestricted funds.

The Trust in year surplus was £541,000.

The Local Government Pension Scheme, which is provided to support staff, is a restricted fund and the projected deficits are included within the fund, which reduces the reserves shown in the total funds of the Trust.

The Governors have appointed Juniper Educations Services Ltd to complete a programme of internal checks on internal controls and reports have been provided to the chairperson and the head teacher.

Reserves Policy

The Trust aims to carry forward some resources from the (restricted fund) to cover the medium and long-term needs for renewal and replacement of major capital items and unforeseen contingencies. At the year end the trust held general restricted funds of £1,726,000 (2020: £1,457,000) and general unrestricted funds of £944,000 (2020: £788,000).

The unrestricted fund represents funds received for educational activities, breakfast club, tuck, nursery and teatime club and their related expenses, which are not included within the restricted reserves within SORP.

The Local Government Pension Scheme is included within restricted funds however, it should be noted that the academy has to recognise a significant pension fund deficit. This does not impose an immediate liability and if it had surplus funds, then this would still be included within the restricted fund but it would not be an asset which could be realised and subsequently funds expended.

Investment Policy

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The trustees of the trust are firmly committed to ensuring that all funds under their control are administered in such a way as to maximise return while minimising risk. Trustees do not consider the investment of surplus funds as a primary activity, but rather a requirement for the effective management of the various funds. Surplus funds are therefore invested in short-term bank deposits where appropriate.

Local Governors' management of cash flow should ensure that there are always sufficient funds in the main bank account to cover operational costs. Banks must be selected from the FSA Approved List included in the Financial Services Compensation Scheme (FSCS).

Local Governors will seek to ensure that any cash not required for operating expenses is placed on deposit at the most favourable rate. If longer-term arrangements were required then alternative investment opportunities would be sought, e.g. Treasury Bonds, long term deposits. However, the providers would be selected from the FCA Approved List included in the Financial Services Compensation Scheme (FSCS).

Local Government Pension Scheme

The Academy participates in the Local Government Pension Scheme. At 31 August 2021, the deficit on that scheme was £11,220,000. The deficit on the pension scheme was inherited from Essex County Council. From 1st April 2017, the Pension fund increased the monthly contribution rate paid based on employees' monthly salaries to include the pension deficit. The Trust agreed in June 2021 to receive a combined report for all the academies in place of the individual reports.

Financial and Risk Management Objectives and Policies

The main financial risk to the academy trust is the cash flows. The governing body's monitor cash flow to ensure that the academy has sufficient funds available to meet its debts as they fall due. The Governors have assessed the credit risk but as the academy's main income is from the ESFA and Essex County Council they feel that this is not an issue as funds are received when due. The Trust Finance and audit committee receive the individual schools' monthly reports (Cashflow, Trial Balance and Balance sheet) and consolidated reports.

Principal Risks and Uncertainties

Trustees and Governors have identified the following areas affecting the academy risk and uncertainties at the Academy.

The principal risk is the closure of the school due to multiple cases of COVID amongst pupils and staff. The measures in place to mitigate this risk (separate Year Group bubbles of staff and pupils, additional cleaning and sanitisation and prohibiting all visitors to the school, including parents etc.) will ensure that the school remains open.

Uncertainties regarding staffing levels are managed by deploying all staff to specific Year Group bubbles and increasing capacity to cover absent colleagues who are self-isolating.

Financial Risk

The academy continues to operate in a period of uncertainty with regard to public funding. The number of pupils in the individual academy drives the funding and the schools proactively organise open events for prospective parents. The school development plans are followed closely to ensure that a continuing maintenance of the sites are maintained and that staffing is sustainable. The trust is proactively reviewing the ongoing staffing structure within the trust to reduce costs in order to eliminate any future deficit forecasts.

Failure in Governance/management

Trustees and governors continue to review and ensure that measures are in place to mitigate this risk.

Reputational Risk

The continuing success of the academy trust depends on maintaining high educational standards in order to attract sufficient numbers of outstanding teacher's pupils to the school. Trustees and governors are focused on

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monitoring and reviewing the achievement and success of the children.

Safeguarding and Child Protection risks

Trustees and governors continue to ensure that high standards are maintained in selecting staff. The schools have a child protection policy and provide training and support in order to protect the vulnerable young children in its care.

Significant changes in staff

Trustees and Governors have in place a succession planning policy to develop existing staff as well as continue to review and monitor arrangements for any new staff which may be required.

We are an equal opportunity organisation and are committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. We will make reasonable adjustments to meet the needs of staff or pupils who are or become disabled".

Risk Management

The trustees and governors are responsible for the management of risks to which the academy trust is exposed and have completed a review of risks associated with its activities. The key controls used within the trust are:

- Formal Agendas for all meetings
- Terms of Reference for the committees
- Development Plan which identifies key strategic planning objectives and the resources required to achieve them
- Budget planning, monitoring and reviews strategy group
- Financial authorisation and approval levels
- Written policies reviewed regularly
- Clear Safeguarding and vetting procedures as required by law to protect the pupils
- Continuous review of educational achievements to ensure high standards can be achieved
- Succession Planning
- The individual academy expansion will only be considered if the funding is not lagged

The trustees and governors have reviewed the major risks, focusing on operational, financial, governance, compliance and reputational risk, and are satisfied that steps have been taken to mitigate the risks. The trustees and governors recognise that systems can only provide reasonable assurance that major risks are adequately managed.

The trustees have appointed Juniper Educational Services Ltd to complete the Internal Controls Evaluation and provide assurance to the Trustees and Governors on Financial matters by performing a range of checks on the Academy's Financial Management System (ACCESS). The trust moved to a new Financial System on 1st March 2020 which has now had its first full year and has proved an asset in the providing consolidated management reports. The visits are completed twice a year for each school and provide a report to the Chair of the Board, Chair of Governors and the head teacher.

The Internal Controls Evaluation completed a review of the internal controls of all schools and the Trust on 2 occasions in accordance with the Academies Financial Handbook and did not identify any material control issues as a result of the reviews.

There is no credit risk as the amounts generally owed to the academy are due from the local authority.

Fundraising

The academy trust does not use any external fundraisers. Due to COVID there were only a few fundraising activities undertaken during the year. No complaints were received during the year in relation to fundraising practices.

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Streamlined Energy and Carbon Reporting

If the trust is a large company, as determined by sections 465 and 466 of the Companies Act 2006 and consumes more than 40,000 kWh of energy (in the UK) in a reporting period, it must include within the trustees' report: its UK energy use and associated greenhouse gas emissions, as a minimum relating to gas, purchased electricity and transport fuel in the period

- its energy use and emissions
- an emissions intensity ratio
- methodologies used in the calculations
- measures taken to improve energy efficiency in the period an illustrative example of how it could do this is shown below. All numbers are taken from the worked example in the good practice guide published by ESFA. Either (where the trust is large and consumes more than 40,000 kWh energy in the period.

UK Greenhouse gas emissions and energy use data for the period 1 September 2020 to 31 August 2021 were as follows:

Energy consumption used to calculate emissions (kWh)	2,798,687
Energy consumption break down (kWh) (optional)	
• gas,	1,899,965
• electricity,	894,371
• transport fuel	3,653
Scope 1 emissions in metric tonnes CO2e	
Gas consumption	347,997
Owned transport – mini-buses	
Total scope 1	0.183
Scope 3 emissions in metric tonnes CO2e Business travel in employee owned vehicles	0.136
Total gross emissions in metric tonnes CO2e	538.85
Intensity ratio Tonnes CO2e per pupil	0.18
<p>Quantification and Reporting Methodology:-</p> <ul style="list-style-type: none"> • We have followed the 2020 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2021 UK Government's Conversion Factors for Company Reporting. <p>Intensity measurement The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per pupil, the recommended ratio for the sector.</p> <p>Measures taken to improve energy efficiency - Used video technology for meetings, to reduce the need for travel between sites and where meetings could not be completed remotely operated a car sharing system.</p>	

Plans for Future Periods

The trust will continue to talent spot and train outstanding teachers to take on key roles across the multi academy trust.

The objectives for the next year of the academy at Lee Chapel Primary School & Nursery are:

- To maintain the school's 'Outstanding' rating
- To further improve the school's provision and outcomes for all pupils and in particular disadvantaged and 'vulnerable' pupils

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- To further develop the curriculum and maintain the academic opportunities for all learners to succeed
- To continue to invest in provisions for the SEND, gifted and talented pupils
- To further improve the library provision for all pupils
- To maintain the Teaching School status
- To continue to embed best practice with regards to assessment to learning. (editing, reshaping lessons as a result of assessment, resilience, articulation of targets and learning, Steps to Success, Success Criteria)
- To continue to improve nursery provision and Out of School Hours Learning
- To ensure that standards across all 30 Classes are consistent
- To further increase opportunities for the development of reading and vocabulary

The objectives for the next year of the Academy at Greensted Junior School are:

- To continue to embed best practice with regards to assessment to learning. (editing, reshaping lessons as a result of assessment, resilience, articulation of targets and learning, Steps to Success, Success Criteria)
- To further improve the school's provision and outcomes for all pupils and in particular disadvantaged and 'vulnerable' pupils
- To further develop the curriculum and maintain the academic opportunities for all learners to succeed
- To continue to raise standards in the teaching of Maths
- To continue to invest in provisions for the SEND, gifted and talented pupils
- To further increase opportunities for the development of reading and vocabulary

The objectives for the next year of the Academy at The Phoenix Primary School & Nursery are:

- To sustain our recent Ofsted grading of Outstanding and embrace the school's recent Ofsted success
- To, further, improve the school's provision and outcomes for all pupils, particularly the percentage achieving greater depth in all areas.
- To continue to refine the curriculum, particularly in Foundation Subjects so attainment in these subjects is in-line with Reading, Writing, Maths and Science and maintain the academic opportunities for all learners to succeed
- To continue to develop RSE Education so that all children understand what constitutes healthy relationships and tolerance towards diverse ways of life.
- To further enhance extra curricula provision so that pupils' experience is as rich and as varied as possible.
- To promote our school within the local area and beyond as a 'Beacon of Success' (Ofsted July 2019)
- To continue to invest in provision for the SEND and the most able pupils
- To push forward plans to become a four-form entry school in the future to meet locality 'Basic Needs'
- To develop and implement the school's recovery curriculum and catch-up action plans (personalised learning) as a result of missed learning due to Covid-19.
- To continue to develop the ability of staff to manage their own wellbeing and that of the pupils.

The objectives for the next year of the Academy at Northlands Primary School & Nursery are:

- To further improve the outcomes for pupils and in particular to push the more able so that percentages at Greater Depth increase
- To continue to have a focus on writing so that standards improve from Early years throughout the school
- To develop a broader curriculum
- To mentor and coach our middle leaders

The objectives for the next year of the Academy at Ryedene Primary and Nursery School are:

**Lee Chapel Multi Academy Trust
Trustees' Report
For the year ended 31 August 2021**

- To design the curriculum to enable teachers to plan well sequenced lessons in all foundation subjects so that pupils make strong progress in these subjects.
- The curriculum equips teachers with the skills and strategies to plan sequences of learning in reading that meet the needs of all pupils, particularly those pupils who find reading difficult.
- The curriculum equips teachers with the skills and strategies to plan sequences of learning that meet the needs of the most able in all subjects of the curriculum and in the early years.
- To improve the outcomes for writing in all year groups, especially for boys and disadvantaged pupils
- To continue to develop the teaching of Maths
- To develop the school's analysis of, and response to, pupils' behaviour over time
- To prepare pupils for the future
- To maintain the very highest pupil performance standards across the school, with pupils continuing to achieve at or above the national standards
- To achieve outstanding in EYFS

Greensted Infant School & Nursery

- To ensure that children's gaps in knowledge or understanding due to the COVID 19 closure are comprehensively identified and individually addressed. All planning will be based upon prior assessment.
- To ensure consistently high standards of Teaching & Learning and pupil feedback, so that all lessons are good or outstanding, thus impacting on all groups of pupils' progress and outcomes. GLD, Phonics Check and End of KS1 results to be at least national expectation.
- To continue to develop provision for SEN children and 'disadvantaged children' through the use of specific intervention focused upon child's learning barrier and scaffolded quality first teaching.
- To continue to provide a safe, happy, supportive working environment for all children & adults – by supporting all children's behavioural, social & emotional needs through the use of the PSHE curriculum & Sensory Room & implementation of Behaviour Policy.
- To improve pupil attendance & meet target of 96%.
- To raise the profile of Homework, encouraging children to consolidate learning at home.
- To work with Governing Body to induct new members, ensuring constructive challenge to the School.

Funds held as Custodian Trustee on behalf of others

The Academy does not hold any funds as Custodian Trustee.

Auditor

In so far as the governors are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The governors have taken all steps that they ought to have taken to make them aware of any relevant audit information and to establish that the auditor is aware of that information.

Moore Kingston Smith LLP have indicated their willingness to continue in office and a resolution proposing that they be re-appointed as auditors will be put to the Annual General Meeting.

The trustees' report, incorporating a strategic report, was approved by order of the board of trustees, as the company directors, on 1st December 2021 and signed on the board's behalf by:

Signed



Mr C O'Callaghan

Chair

Lee Chapel Multi Academy Trust

Governance Statement

For the year ended 31 August 2021

Scope of Responsibility

As trustees, we acknowledge we have overall responsibility for ensuring that Lee Chapel Multi 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.

The board of trustees has delegated the day-to-day responsibility to the Head teachers, Head of School and the CEO as the 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 Lee Chapel Multi Academy Trust and the Secretary of State for Education. They are also responsible for reporting to the board of trustees any material weaknesses or breakdowns in internal control.

Governance

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees responsibilities. The board of trustees has formally met 6 times during the year. (Some of these meetings were online through Zoom due to COVID19 restrictions). Attendance during the year at meetings of the governing body was as follows:

Governance	Meetings attended	Out of a possible
C O'Callaghan (Chairperson)	3	4
M Betteridge	3	4
D Kavanagh	3	4
S Robson	3	4
M Jenkins	2	4
M Smith	3	4
S Tomlinson	4	4
G Olugbodi	4	4
R Roberts	3	4
I Randle	2	4
S Jackson (Headteacher Lee Chapel & Accounting Officer)	4	4

Governance Review

The Management accounts and Key performance indicators are sent monthly to all members and trustees of the board.

The finance and audit committee is a sub-committee of the main board of trustees. Its purpose is to:

- Oversee the budgets
- Oversee management accounts
- To review finance staff and look to centralise

Lee Chapel Multi Academy Trust

Governance Statement

For the year ended 31 August 2021

Attendance at meetings in the year was as follows:

Governance	Meetings attended	Out of a possible
S Tomlinson	4	4
D Kavanagh	4	4
M Smith	4	4
R Roberts	3	4
L Medlock	3	4
S Jackson (Headteacher / Accounting Officer)	4	4

Review of Value for Money

As accounting officer, the CEO 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 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 continually amalgamating contracts across the trust.

The trust promotes fair competition through quotations and tenders, in accordance with its Financial Regulations to ensure that goods and services are secured in an economic, efficient and effective way. Contracts are reviewed to ensure that they are competitive and meet the schools ongoing requirements.

The trust regularly challenges quotes received and negotiates further reductions when appropriate in order to ensure that Best Value for Money is obtained. Staff are encouraged to obtain best value for money by researching alternative suppliers online for comparative products when spending their budgets. The Head teachers approves all purchase orders and regularly challenge to ensure that we are obtaining best value.

All schools have a procurement framework in place that ensures that formal tender processes are followed or three supplier quotes are obtained according to specified order value limits. The quality of service, contract prices and terms and conditions of the academy's suppliers are regularly reviewed and compared with the open market.

Income Generation

The academy has explored other opportunities to generate additional funds through Grants.

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 at the academy trust for the year ended 31 August 2021 and up to the date of approval of the annual report and financial statements.

Capacity to Handle Risk

The board of trustees has reviewed the key risks to which the academy trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board of

Lee Chapel Multi Academy Trust

Governance Statement

For the year ended 31 August 2021

trustees is of the view that there is a formal on-going process for identifying, evaluating and managing the academy trust's significant risks that has been in place for the year ending 31 August 2021 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the board of trustees.

The Risk and Control Framework

The 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 committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- setting targets to measure financial and other performance;
- clearly defined purchasing (asset purchase or capital investment) guidelines.
- delegation of authority and segregation of duties;
- identification and management of risks.

The board of trustees has considered the need for a specific internal audit function and has decided to appoint Juniper Education Services Ltd to complete the Internal Control Evaluation (ICE) as internal auditor. Juniper Education Services Ltd provides assurance to the trustees and governors on financial matters by performing a range of checks on the academy's financial management system (ACCESS). Juniper auditor visits twice a year to complete the checks and provides a report to the Chair of the Board, local Chair of Governors and head teacher on the operation of the systems of control and on the discharge of the governing body's financial responsibilities. Both reviews were conducted remotely.

The Juniper Education Services Ltd auditor role includes giving advice on financial matters and performing a range of checks on the academy trust's financial systems. In particular the checks carried out in the current period included:

- Testing of the payroll systems
- Testing of the purchase systems
- Testing of the control accounts / bank accounts
- Testing of compliance with the scheme of delegation and internal controls

The internal auditor completed a review of the internal controls of the Academy in accordance with the Academies Financial Handbook and did not identify any material control issues as a result of the reviews.

The reports are sent to the Chair of the board, Chair of the local governing body, Head teacher and Chief Financial Officer.

Review of Effectiveness

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

- the work of the Juniper Educational Services Ltd auditor;
- the work of the external auditor;
- the financial management and governance self-assessment process;
- the work of the academy trust and Juniper Educational Services Ltd who have responsibility for the development and maintenance of the internal control framework.

**Lee Chapel Multi Academy Trust
Governance Statement
For the year ended 31 August 2021**

The accounting officer has been advised of the implications of the result of their review of the system of internal control by the local governing body and plans to address weaknesses and ensure continuous improvement of the system are in place.

Approved by order of the members of the board of trustees on 1st December 2021 and signed on its behalf by:

Signed



Mr C O'Callaghan

Chairperson

Signed



Mrs S Jackson

Accounting officer

**Lee Chapel Multi Academy Trust
Statement on Regularity, Propriety and Compliance
For the year ended 31 August 2021**

Statement on Regularity, Propriety and Compliance

As accounting officer of Lee Chapel Multi Academy Trust I have considered my responsibility to notify the academy trust board of trustees and the Education & Skills Funding Agency of material irregularity, impropriety and non-compliance with ESFA terms and conditions of funding, under the funding agreement in place between the academy trust and the Secretary of State. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2021.

I confirm that I and the academy trust board of trustees are able to identify any material irregular or improper use of 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 Academies Financial Handbook.

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date. Signed on 1st December 2021.

Signed

A handwritten signature in black ink, appearing to be 'S Jackson', written in a cursive style.

Mrs S Jackson

Accounting officer

**Lee Chapel Multi Academy Trust
Statement of Trustees' Responsibilities
For the year ended 31 August 2021**

Statement of Trustees' Responsibilities

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 & Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 and the Academies Accounts Direction 2020 to 2021;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

The trustees are responsible for ensuring that in its conduct and operation the charitable company applies financial and other controls, which conform to the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from the 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 1st December 2021 and signed on its behalf by:

Signed



Mr C O'Callaghan

Chairperson

Independent Auditor's Report on the Financial Statements to the Members of Lee Chapel Multi Academy Trust

Opinion

We have audited the financial statements of Lee Chapel Multi Academy Trust ('the academy trust') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

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 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006; and

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of 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 UK, including the FRS'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 School's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

Independent Auditor's Report on the Financial Statements to the Members of Lee Chapel Multi Academy Trust (continued)

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

We have nothing to report in this regard.

Opinion on other matter 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 strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements, and
- the strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the 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 strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where 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 or trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 31, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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.

Auditor's responsibilities for the audit of the financial statements

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

Independent Auditor's Report on the Financial Statements to the Members of
Lee Chapel Multi Academy Trust
(continued)

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the academy trust's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the School to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the School's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the School to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including and significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the School.

**Independent Auditor's Report on the Financial Statements to the Members of
Lee Chapel Multi Academy Trust
(continued)**

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the School and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charities SORP 2019, the Academies Accounts Direction 2020 to 2021, the Academies Financial Handbook 2020 and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the School complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. 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, for example, forgery or intentional misrepresentations, or through collusion.

Use of this 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

Date: 7 December 2021

James Cross (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

Independent Reporting Accountant's Assurance Report on Regularity to Lee Chapel Multi Academy Trust and the Education and Skills Funding Agency

In accordance with the terms of our engagement letter dated 5 October 2021 and further to the requirements of the Education Funding and Skills Agency (ESFA) as included in the Academies Accounts Direction 2020 to 2021 we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Lee Chapel Multi Academy Trust during the period 1 September 2020 to 31 August 2021 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to Lee Chapel Multi Academy Trust an ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Lee Chapel Multi 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 Lee Chapel Multi Academy Trust and ESFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Lee Chapel Multi Academy Trust's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of Lee Chapel Multi Academy Trust's funding agreement with the Secretary of State for Education dated 1 November 2011 and the Academies Financial Handbook, extant from 1 September 2021 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 2020 to 2021. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period 1 September 2020 to 31 August 2021 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Approach

We conducted our engagement in accordance with the Academies Accounts Direction 2020 to 2021 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.

Independent Reporting Accountant's Assurance Report on Regularity to Lee Chapel Multi Academy Trust and the Education and Skills Funding Agency

The work undertaken to draw to our conclusion includes:

- Review of the Accounting Officer's statement on regularity, propriety and compliance and the evidence
- Undertaking a risk assessment based on our understanding of the general control environment and any
- Review of minutes of the Board, various committees and sub-committees, management accounts,
- Evaluation and walk through of the implementation of the internal control procedures, and detailed
- Walk through and sample testing of staff expense claims and credit card expenditure, to ensure these
- Sample test transactions for compliance with procurement policies, and that these comply with
- Obtain and review key staff and governors' register of interests;
- Sample test transactions for compliance with procurement policies, and that these comply with

Conclusion

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 1 September 2020 to 31 August 2021 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

Moore Kingston Smith LLP

Date: 7 December 2021

James Cross (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

Lee Chapel Multi Academy Trust

Statement of Financial Activities for the year ended 31 August 2021

(including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted Funds £000	Restricted General Funds £000	Restricted Fixed Asset Funds £000	Total 2021 £000	Total 2020 £000
Income and endowments from:						
Donations and capital grants	2	63	174	1,637	1,874	1,656
Charitable activities:						
Funding for the academy trust's educational operations	3	18	15,814	-	15,832	14,582
Other trading activities	4	194	19	-	213	220
Investments	5	-	-	-	-	1
Total		275	16,007	1,637	17,919	16,459
Expenditure on:						
Charitable activities:						
Academy trust educational operations	6, 7	119	15,547	920	16,586	15,730
Total		119	15,547	920	16,586	15,730
Net income/(expenditure)		156	460	717	1,333	729
Transfers between funds	16	-	(1,389)	1,389	-	-
Other recognised gains/(losses):						
Actuarial (losses)/gains on defined benefit pension schemes	16, 24	-	(792)	-	(792)	(693)
Net movement in funds		156	(1,721)	2,106	541	36
Reconciliation of funds						
Total funds brought forward		788	(7,773)	31,848	24,863	24,827
Total funds carried forward		944	(9,494)	33,954	25,404	24,863

All of the academy's activities derive from continuing operations during the above two financial periods.

A Statement of Total Recognised Gains and Losses is not required as all gains and losses are included in the Statement of Financial Activities.

The detailed comparative information for the Statement of Financial Activities is included in note 26.

Lee Chapel Multi Academy Trust
Balance Sheet as at 31 August 2021

	Notes	2021 £000	2021 £000	2020 £000	2020 £000
Fixed assets					
Tangible assets	12		33,954		31,842
Current assets					
Debtors	14	544		625	
Cash at bank and in hand		<u>3,486</u>		<u>2,684</u>	
		4,030		3,309	
Liabilities					
Creditors : Amounts falling due within one year	15	<u>(1,360)</u>		<u>(1,058)</u>	
Net current assets/(liabilities)			<u>2,670</u>		<u>2,251</u>
Net assets excluding pension liability			<u>36,624</u>		<u>34,093</u>
Defined benefit pension scheme liability	24		(11,220)		(9,230)
Total net assets			<u><u>25,404</u></u>		<u><u>24,863</u></u>
Funds of the academy trust:					
Restricted funds					
Fixed asset fund	16	33,954		31,848	
General fund	16	1,726		1,457	
Pension reserve	16	<u>(11,220)</u>		<u>(9,230)</u>	
Total restricted funds			<u>24,460</u>		<u>24,075</u>
Unrestricted income funds	16		944		788
Total funds			<u><u>25,404</u></u>		<u><u>24,863</u></u>

The financial statements on pages 38 to 58 were approved by the trustees, and authorised for issue on 1 December 2021 and are signed on their behalf by:



Mr Craig O'Callaghan

Chair of the Board of Governors

Lee Chapel Multi Academy Trust
Statement of Cash Flow for the year ended 31 August 2021

	Notes	2021 £000	2020 £000
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	20	2,197	1,090
Cash flows from financing activities	21	-	-
Cash flows from investing activities	22	(1,395)	(1,118)
Change in cash and cash equivalents in the reporting period		<u>802</u>	<u>(28)</u>
Cash and cash equivalents at 1 September 2020		2,684	2,712
Cash and cash equivalents at 31 August 2021	23	<u>3,486</u>	<u>2,684</u>

Lee Chapel Multi Academy Trust

Notes to the Financial Statements for the year ended 31 August 2021

1 Statement of Accounting Policies

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

Company information

Lee Chapel Multi Academy Trust is a private company limited by guarantee, domiciled and incorporated in England and Wales. The registered office and principal place of business is The Knares, Basildon, Essex, SS16 5RU.

Basis of Preparation

The financial statements of the academy trust, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: 'Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2020 to 2021 issued by the ESFA, the Charities Act 2011 and the Companies Act 2006.

Lee Chapel Multi Academy Trust meets the definition of a public benefit entity under FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest thousand pound.

Going Concern

The financial statements are prepared on a going concern basis. The Governors have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cause significant doubt on the ability of the trust to continue as a going concern. The Governors have made this assessment for a period of at least one year from the date of authorisation for issue of the financial statements. After making enquiries in particular about the potential impact of the Covid-19 on income generation and operations, the Governors have concluded that there is a reasonable expectation that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future. Should the impact of Covid-19 require a reduction in expenditure or implementation of new ways of working, Governors are confident management will be able to develop and implement plans to achieve this. Governors are also sure that the Academy Trust has sufficient General Reserves to enable time for plans to be developed and implemented in a strategic and timely way, ensuring long-term financial stability. Accordingly the Governors continue to adopt the going concern basis in the preparation of the financial statements.

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 period is deducted from income and recognised as a liability.

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

• Donations

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

• Other income

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

• Donated goods, facilities and services

Goods donated for resale are included at fair value, being the expected proceeds from sale less the expected costs of sale. If it is practical to assess the fair value at receipt, it is recognised in stock and "Income from other trading activities". Upon sale, the value of the stock is charged against "Income from other trading activities" and the proceeds are recognised as "Income from other trading activities". Where it is impractical to fair value the items to the volume of low value items they are not recognised in the financial statements until they are sold. This income is recognised within "Income from other trading activities".

1 Statement of Accounting Policies (continued)

• Donated fixed assets

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 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.

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 a 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 the support costs involved in undertaking each activity. Direct costs attributable to a single activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

• Expenditure on Raising Funds

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

• Charitable Activities

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

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

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

Long leasehold land	125 years, on a straight line basis
Long leasehold buildings	2% straight line
Fixtures, fittings and equipment	10% - 15% straight line
Computer hardware	20% - 33.33% straight line
Motor vehicles	15% straight line

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

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

Liabilities

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in the 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 and services it must provide.

Leased Assets

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

1 Statement of Accounting Policies (continued)

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 basis are as follows:

Cash and cash equivalents include cash in hand, deposits held at call with banks, and other short-term liquid investments with original maturities of three months or less.

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost. Prepayments are not financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

Taxation

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.

Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Pensions Benefits

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. The TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded 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.

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 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 Education and Skills Funding Agency.

Lee Chapel Multi Academy Trust

Notes to the Financial Statements for the year ended 31 August 2021 (continued)

1 Statement of Accounting Policies (continued)

Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 August 2021. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

2 Donations and capital grants

	Unrestricted Funds £000	Restricted General Funds £000	Restricted Fixed Asset Funds £000	Total 2021 £000
Capital Grants	-	-	1,637	1,637
Other donations	63	174	-	237
2020/21 Total	63	174	1,637	1,874
2019/20 Total	54	284	1,318	1,656

3 Funding for the Academy Trust's Educational Operations

	Unrestricted Funds £000	Restricted Funds £000	Total 2021 £000	Total 2020 £000
DfE / ESFA revenue grants				
General Annual Grant (GAG)	-	11,028	11,028	10,327
Other DfE/ESFA grants				
UIFSM	-	353	353	345
Pupil Premium	-	1,157	1,157	1,083
Teachers pay grant	-	144	144	137
Teachers pension grant	-	422	422	-
Others	-	567	567	598
Teaching School Grants	-	153	153	193
	-	13,824	13,824	12,683
Other Government grants				
Local authority grants	-	1,828	1,828	1,625
	-	1,828	1,828	1,625
Other Income from the academy trust's educational operations	18	162	180	208
	18	162	180	208

Lee Chapel Multi Academy Trust

Notes to the Financial Statements for the year ended 31 August 2021 (continued)

3 Funding for the Academy Trust's Educational Operations (continued)

COVID-19 Additional Funding (non-DfE/ESFA)

Coronavirus exceptional support

	-	-	-	66
	-	-	-	66
2020/21 Total	18	15,814	15,832	14,582
2019/20 Total	76	14,506		14,582

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

4 Other trading activities

	Unrestricted Funds £000	Restricted Funds £000	Total 2021 £000	Total 2020 £000
Hire of facilities	-	12	12	13
Other generated income	194	7	201	207
2020/21 Total	194	19	213	220
2019/20 Total	202	18		220

5 Investment income

	Unrestricted Funds £000	Restricted Funds £000	Total 2021 £000	Total 2020 £000
Short term deposits	-	-	-	1
2020/21 Total	-	-	-	1
2019/20 Total	1	-		1

6 Expenditure

	Staff Costs £000	Non Pay Expenditure Premises Other £000 £000		Total 2021 £000	Total 2020 £000
Academy's educational operations:					
Direct costs	10,863	1,165	378	12,406	11,858
Allocated support costs	2,926	587	667	4,180	3,872
2020/21 Total	13,789	1,752	1,045	16,586	15,730
2019/20 Total	12,958	1,728	1,044		15,730

Net income/(expenditure) for the period includes:

	2021 £000	2020 £000
Depreciation	920	822
Fees payable to auditor for:		
Audit	23	22
Other services	10	15

Lee Chapel Multi Academy Trust

Notes to the Financial Statements for the year ended 31 August 2021 (continued)

7 Charitable Activities

	Unrestricted Funds £000	Restricted General Funds £000	Restricted Fixed Asset Funds £000	Total 2021 £000	Total 2020 £000
Direct costs - educational operations	90	11,396	920	12,406	11,858
Support costs - educational operations	29	4,151	-	4,180	3,872
2020/21 Total	119	15,547	920	16,586	15,730
2019/20 Total	251	14,657	822		15,730

Analysis of support costs

	Educational operations £000	Total 2021 £000	Total 2020 £000
Support staff costs	2,926	2,926	2,659
Technology costs	24	24	9
Premises costs	587	587	547
Other support costs	578	578	594
Legal Costs	7	7	3
Governance costs	58	58	60
	4,180	4,180	3,872

8 Staff

a. Staff costs

Staff costs during the period were:

	2021 £000	2020 £000
Wages and salaries	9,604	9,140
Social security costs	778	701
Operating costs of defined benefit pension scheme	3,278	2,907
Apprenticeship levy	33	31
	13,693	12,779
Staff training	92	96
Supply staff costs	4	83
	13,789	12,958

b. Staff numbers

The average number of persons employed by the academy during the period was as follows:

	2021 No.	2020 No.
Teachers	154	137
Administration and support	320	349
Management	23	23
	497	509

The full time equivalent number of persons employed by the trust during the period was as follows:

	2021 No.	2020 No.
Teachers	136	121
Administration and support	177	198
Management	22	22
	335	341

Lee Chapel Multi Academy Trust

Notes to the Financial Statements for the year ended 31 August 2021 (continued)

8 Staff (continued)

c. Higher paid staff

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

	2021 No.	2020 No.
£60,001 - £70,000	3	4
£70,001 - £80,000	2	2
£80,001 - £90,000	1	1
£90,001 - £100,000	1	-

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) received by key management personnel for their services to the academy trust was £1,625,000 (2020: £1,776,000).

9 Related Party Transactions - 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 headteacher and other staff trustees only receive remuneration in respect of services they provide undertaking the roles of headteacher and staff members under their contracts of employment.

S L Jackson (headteacher and trustee):

Remuneration	£90,001 - £95,000 (2020 : £80,001 - £85,000)
Employer's pension contributions	£20,001 - £25,000 (2020 : £15,001 - £20,000)

No governors received reimbursements for expenses during the year ended 31 August 2021 (2020: none).

10 Trustees and officers insurance

In accordance with normal commercial practice the Lee Chapel Primary School, Greensted Junior School, Greensted Infant School, Northlands Primary School, The Phoenix Primary School and Ryedene Primary and Nursery School within the multi academy trust have purchased insurance to protect governors and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business. The insurance provides cover up to £5,000,000 for each school on any one claim. The Trust is covered under the school insurance for the members and trustees and the cost of this insurance is included in the total insurance cost and is not separately identifiable.

11 Disclosure of central services

The academy trust has provided central services to its academies during the year, including human resources, financial services, legal services and educational support services.

Central services have been charged on a basis of 1% on General Annual Grant income and a fixed cost per school.

The actual amounts charged during the year were as follows:

	2021 £000	2020 £000
Lee Chapel Primary School	53	55
Greensted Junior School	25	26
Northlands Primary School and Nursery	39	39
The Phoenix Primary School and Nursery	37	37
Ryedene Primary School and Nursery	25	26
Greensted Infant School and Nursery	21	23
	<u>200</u>	<u>206</u>

Lee Chapel Multi Academy Trust

Notes to the Financial Statements for the year ended 31 August 2021 (continued)

12 Tangible fixed assets

	Leasehold Land and Buildings £000	Assets Under Construction £000	Furniture and Equipment £000	Computer Equipment £000	Total £000
Cost					
At 1 September 2020	33,617	-	1,003	606	35,226
Additions	2,606	-	372	54	3,032
Disposals	-	-	(14)	(23)	(37)
At 31 August 2021	<u>36,223</u>	<u>-</u>	<u>1,361</u>	<u>637</u>	<u>38,221</u>
Depreciation					
At 1 September 2020	2,308	-	651	425	3,384
Charged in year	601	-	173	146	920
Disposals	-	-	(14)	(23)	(37)
At 31 August 2021	<u>2,909</u>	<u>-</u>	<u>810</u>	<u>548</u>	<u>4,267</u>
Net book values					
At 31 August 2021	<u>33,314</u>	<u>-</u>	<u>551</u>	<u>89</u>	<u>33,954</u>
At 31 August 2020	<u>31,309</u>	<u>-</u>	<u>352</u>	<u>181</u>	<u>31,842</u>

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

- 125 year lease with Essex County Council from 11 August 2011 for Lee Chapel Primary School, The Knares, Basildon, Essex, SS16 5RU.
- 125 year lease with Essex County Council from 14 September 2012 for Greensted Junior School, Kirby Road, Basildon, Essex, SS14 1RX.
- 125 year lease with Essex County Council from 06 October 2016 for Ryedene Community Primary School, Ryedene, Basildon, SS16 4SY.
- 125 year lease with Essex County Council from 07 November 2016 for Northlands Primary School & Nursery, Winifred Road, Basildon, SS13 3JQ.
- 125 year lease with Essex County Council from 06 March 2017 For Phoenix Primary School, Leinster Road, Basildon, SS15 5NQ.
- 125 year lease with Essex County Council from 01 September 2018 For Greensted Infant School & Nursery, Kirby Road, Basildon, SS14 1RX.

Lee Chapel Multi Academy Trust

Notes to the Financial Statements for the year ended 31 August 2021 (continued)

14 Debtors

	2021	2020
	£000	£000
VAT recoverable	57	55
Prepayments and accrued income	487	570
	<u>544</u>	<u>625</u>

15 Creditors: Amounts falling due within one year

	2021	2020
	£000	£000
Other creditors	3	3
Accruals and deferred income	1,357	1,055
	<u>1,360</u>	<u>1,058</u>

Deferred Income

	2021	2020
	£000	£000
Deferred income as at 1 September 2020	643	428
Resources deferred in the year	661	643
Amounts released from previous years	(643)	(428)
Deferred income as at 31 August 2021	<u>661</u>	<u>643</u>

At the balance sheet date the academy trust had received grant income which relates to the 2021/22 accounting year, therefore this income has been deferred.

Lee Chapel Multi Academy Trust

Notes to the Financial Statements for the year ended 31 August 2021 (continued)

16 Funds

	Balance at 1 September 2020 £000	Incoming Resources £000	Resources Expended £000	Gains, Losses and Transfers £000	Balance at 31 August 2021 £000
Restricted general funds					
General Annual Grant (GAG)	186	11,028	(8,546)	(2,472)	196
UIFSM	-	353	(353)	-	-
Pupil Premium	-	1,157	(1,157)	-	-
Teachers pay grant	-	144	(144)	-	-
Teachers pension grant	-	422	(422)	-	-
Other DfE grants	-	719	(719)	-	-
Other grants	1,268	356	(1,179)	1,083	1,528
Local Authority Grant	3	1,828	(1,829)	-	2
Pension reserve	(9,230)	-	(1,198)	(792)	(11,220)
	<u>(7,773)</u>	<u>16,007</u>	<u>(15,547)</u>	<u>(2,181)</u>	<u>(9,494)</u>
Restricted fixed asset funds					
DfE/ESFA and other capital items	13,489	1,637	(653)	1,389	15,862
Leased gifts	18,359	-	(267)	-	18,092
	<u>31,848</u>	<u>1,637</u>	<u>(920)</u>	<u>1,389</u>	<u>33,954</u>
Total restricted funds	<u>24,075</u>	<u>17,644</u>	<u>(16,467)</u>	<u>(792)</u>	<u>24,460</u>
Total unrestricted funds	<u>788</u>	<u>275</u>	<u>(119)</u>	<u>-</u>	<u>944</u>
Total funds	<u>24,863</u>	<u>17,919</u>	<u>(16,586)</u>	<u>(792)</u>	<u>25,404</u>

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

General Annual Grant must be used for the normal running costs of the Academy Trust. Under the funding agreement with the Secretary of State, the Academy Trust was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2021.

Other government grants consist of other grants received from Government and Local Authority including Early Years Funding, Statemented Educational Needs, National College for Teaching and Learning School Direct Grant which are used for resourcing children and supporting teacher training within the Trust.

The transfer of £1,383,000 (2020: £1,015,000) has arisen due to the purchase of fixed assets during the year out of the academies General Annual Grant (GAG) funding.

Lee Chapel Multi Academy Trust

Notes to the Financial Statements for the year ended 31 August 2021 (continued)

17 Funds (continued)

Comparative information in respect of the preceeding period is as follows:

	Balance at 1 September 2019 £000	Incoming Resources £000	Resources Expended £000	Gains, Losses and Transfers £000	Balance at 31 August 2020 £000
Restricted general funds					
General Annual Grant (GAG)	174	10,327	(8,608)	(1,707)	186
UFSM	-	345	(345)	-	-
Pupil Premium	-	1,083	(1,083)	-	-
Teachers pay grant	-	137	(137)	-	-
Other DfE grants	-	791	(791)	-	-
Other grants	1,187	346	(957)	692	1,268
Local Authority Grant	3	1,625	(1,625)	-	3
Coronavirus exceptional support	-	66	(66)	-	-
Pension reserve	(7,580)	-	(957)	(693)	(9,230)
Other Income	-	88	(88)	-	-
	<u>(6,216)</u>	<u>14,808</u>	<u>(14,657)</u>	<u>(1,708)</u>	<u>(7,773)</u>
Restricted fixed asset funds					
DfE/ESFA and other capital items	11,711	1,318	(555)	1,015	13,489
Leased gifts	18,626	-	(267)	-	18,359
	<u>30,337</u>	<u>1,318</u>	<u>(822)</u>	<u>1,015</u>	<u>31,848</u>
Total restricted funds	<u>24,121</u>	<u>16,126</u>	<u>(15,479)</u>	<u>(693)</u>	<u>24,075</u>
Total unrestricted funds	<u>706</u>	<u>333</u>	<u>(251)</u>	<u>-</u>	<u>788</u>
Total funds	<u>24,827</u>	<u>16,459</u>	<u>(15,730)</u>	<u>(693)</u>	<u>24,863</u>

Lee Chapel Multi Academy Trust

Notes to the Financial Statements for the year ended 31 August 2021 (continued)

17 Funds (continued)

Total funds analysis by academy

Fund balances at 31 August 2021 were allocated as follows:

	Total 2021 £000	Total 2020 £000
Lee Chapel Primary School	751	749
Greensted Junior School	276	200
Northlands Primary School and Nursery	732	564
The Phoenix Primary School and Nursery	346	300
Ryedene Primary School and Nursery	245	137
Greensted Infant School and Nursery	311	258
Central services	9	37
Total before fixed assets and pension reserve	<u>2,670</u>	<u>2,245</u>
Restricted fixed asset fund	33,954	31,848
Pension reserve	(11,220)	(9,230)
Total funds	<u>25,404</u>	<u>24,863</u>

Total cost analysis by academy

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

	Teaching and Educational Support Staff Costs £000	Other Support Staff Costs £000	Educational Supplies £000	Other Costs (excluding depreciation) £000	2021 Total £000	2020 Total £000
Lee Chapel Primary School	3,610	522	40	389	4,561	4,677
Greensted Junior School	868	146	20	185	1,219	1,228
Northlands Primary School and Nursery	2,278	337	35	306	2,956	3,383
The Phoenix Primary School and Nursery	2,293	451	94	391	3,229	3,162
Ryedene Primary School and Nursery	1,027	162	40	180	1,409	1,308
Greensted Infant School and Nursery	787	97	15	107	1,006	1,052
Central services	-	-	-	1,286	1,286	102
	<u>10,863</u>	<u>1,715</u>	<u>244</u>	<u>2,844</u>	<u>15,666</u>	<u>14,912</u>

Lee Chapel Multi Academy Trust

Notes to the Financial Statements for the year ended 31 August 2021 (continued)

17 Analysis of net assets between Funds

Fund balances at 31 August 2021 are represented by:

	Unrestricted Funds £000	Restricted General Funds £000	Restricted Fixed Asset Funds £000	Total Funds £000
Tangible fixed assets	-	-	33,954	33,954
Current assets	944	3,086	-	4,030
Current liabilities	-	(1,360)	-	(1,360)
Pension scheme liability	-	(11,220)	-	(11,220)
Total net assets	944	(9,494)	33,954	25,404

Fund balances at 31 August 2020 are represented by:

	Unrestricted Funds £000	Restricted General Funds £000	Restricted Fixed Asset Funds £000	Total Funds £000
Tangible fixed assets	-	-	31,842	31,842
Current assets	788	2,515	6	3,309
Current liabilities	-	(1,058)	-	(1,058)
Pension scheme liability	-	(9,230)	-	(9,230)
Total net assets	788	(7,773)	31,848	24,863

18 Capital Commitments

	2021 £000	2020 £000
Contracted for, but not provided in the financial statements	418	362

19 Commitments under operating leases

Operating Leases

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

	2021 £000	2020 £000
Amounts due within one year	52	34
Amounts due between two and five years	112	59
	164	93

Lee Chapel Multi Academy Trust

Notes to the Financial Statements for the year ended 31 August 2021 (continued)

20 Reconciliation of Net Income/(expenditure) to Net Cash Inflow from Operating Activities

	2021 £000	2020 £000
Net income/(expenditure) for the reporting period	1,333	729
<i>Adjusted for:</i>		
Depreciation	920	822
Capital grants from DfE/ESFA and other capital income	(1,637)	(1,318)
Interest receivable	-	(1)
Defined benefit pension scheme cost less contributions payable	1,198	957
Decrease in debtors	81	51
Increase/(decrease) in creditors	302	(150)
Net Cash provided by / (used in) Operating Activities	<u>2,197</u>	<u>1,090</u>

21 Cash flows from financing activities

	2021 £000	2020 £000
Repayments of borrowing	-	-
Net cash provided by / (used in) financing activities	<u>-</u>	<u>-</u>

22 Cash flows from investing activities

	2021 £000	2020 £000
Dividends, interest and rents from investments	-	1
Purchase of tangible fixed assets	(3,032)	(2,437)
Capital grants from DfE/ESFA and other capital income	1,637	1,318
Net Cash provided by / (used in) investing Activities	<u>(1,395)</u>	<u>(1,118)</u>

23 Analysis of cash and cash equivalents

	2021 £000	2020 £000
Cash in hand and at bank	3,486	2,684
Total cash and cash equivalents	<u>3,486</u>	<u>2,684</u>

24 Pension and Similar Obligations

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

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

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

Teachers' Pension Scheme

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

The TPS is an unfunded scheme 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.

Lee Chapel Multi Academy Trust

Notes to the Financial Statements for the year ended 31 August 2021 (continued)

24 Pension and Similar Obligations (continued)

Valuation of the Teachers' Pension Scheme

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

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

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

The employer's pension costs paid to TPS in the period amounted to £2,469,000 (2020: £1,729,000).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

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.

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 2021 was £1,092,000 (2020: £982,000), of which employer's contributions totalled £872,000 (2020: £778,000) and employees' contributions totalled £220,000 (2020: £204,000). The agreed contribution rates for future years are 19.9% - 25.0% for employers and 5.0% - 6.5% for employees.

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of an 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.

Lee Chapel Multi Academy Trust

Notes to the Financial Statements for the year ended 31 August 2021 (continued)

24 Pension and Similar Obligations (continued)

Principal Actuarial Assumptions

	2021	2020
Rate of increase in salaries	3.90%	3.27%
Rate of increase for pensions in payment/inflation	2.90%	2.27%
Discount rate for scheme liabilities	1.65%	1.62%

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

	2021	2020
<i>Retiring today</i>		
Males	21.60	21.80
Females	23.60	23.80
<i>Retiring in 20 years</i>		
Males	22.90	23.20
Females	25.10	25.20

Sensitivity analysis

	2021 £000	2020 £000
Discount rate +0.1%	20,237	15,730
Discount rate -0.1%	21,304	16,561
Long term salary increase +0.1%	20,605	16,176
Long term salary increase -0.1%	20,722	16,104
Pension increases and deferred revaluation +0.1%	21,255	16,521
Pension increases and deferred revaluation -0.1%	20,284	15,767
Adjustments to life expectancy assumptions + 1 year	21,580	16,729
Adjustments to life expectancy assumptions - 1 year	19,977	15,572

The academy's share of the assets in the scheme were:

	2021 £000	2020 £000
Equity instruments	6,109	4,281
Gilts	240	295
Corporate bonds	444	387
Property	666	537
Cash and other liquid assets	266	187
Alternative assets	1,059	803
Other	759	420
Total market value of assets	<u>9,543</u>	<u>6,910</u>

The actual return on scheme assets was £1,574,000 (2020: £46,000).

Amounts recognised in the statement of financial activities:

	2021 £000	2020 £000
Current service cost	(1,928)	(1,600)
Interest income	120	120
Interest cost	(263)	(255)
Total amount recognised in the SOFA	<u>(2,076)</u>	<u>(1,735)</u>

Lee Chapel Multi Academy Trust

Notes to the Financial Statements for the year ended 31 August 2021 (continued)

24 Pension and Similar Obligations (continued)

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

	2021 £000	2020 £000
At 1 September	16,140	13,518
Current service cost	1,928	1,600
Interest cost	263	255
Employee contributions	221	205
Actuarial loss	2,361	653
Benefits paid	(150)	(91)
At 31 August	<u>20,763</u>	<u>16,140</u>

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

	2021 £000	2020 £000
At 1 September	6,910	5,938
Interest income	120	117
Actuarial (loss)/gain	1,569	(37)
Employer contributions	873	778
Employee contributions	221	205
Benefits paid	(150)	(91)
At 31 August	<u>9,543</u>	<u>6,910</u>

25 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 trust has an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the trust's financial regulations and normal procurement procedures.

No related party transactions took place in the period of account, other than certain trustees' remuneration and expenses already disclosed in note 9.

Lee Chapel Multi Academy Trust

Notes to the Financial Statements for the year ended 31 August 2021 (continued)

26 Comparative Statement of Financial Activities

	Unrestricted Funds £000	Restricted General Funds £000	Restricted Fixed Asset Funds £000	Total 2020 £000
Income and endowments from:				
Donations and capital grants	54	284	1,318	1,656
Transfer from Local Authority on conversion	-	-	-	-
Charitable activities:				
Funding for the academy trust's educational operations	76	14,506	-	14,582
Other trading activities	202	18	-	220
Investments	1	-	-	1
Total	333	14,808	1,318	16,459
Expenditure on:				
Charitable activities:				
Academy trust educational operations	251	14,657	822	15,730
Total	251	14,657	822	15,730
Net income / (expenditure)	82	151	496	729
Transfers between funds	-	(1,015)	1,015	-
Other recognised gains/(losses):				
Actuarial (losses) / gains on defined benefit pension schemes	-	(693)	-	(693)
Net movement in funds	82	(1,557)	1,511	36
Reconciliation of funds				
Total funds brought forward	706	(6,216)	30,337	24,827
Total funds carried forward	788	(7,773)	31,848	24,863