

Company Registration Number: 08576427 (England & Wales)

THE ALLIANCE MULTI ACADEMY TRUST
(A company limited by guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

THE ALLIANCE MULTI ACADEMY TRUST
(A company limited by guarantee)

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THE ALLIANCE MULTI ACADEMY TRUST
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REFERENCE AND ADMINISTRATION DETAILS
FOR THE YEAR ENDED 31 AUGUST 2021

Members:	Dr Jo Bailey Wells Stuart Mitchell Normal Russell Freddie Lawson Pauline Alexander
Trustees:	Louise Adrian Keith Gardner Sam Goggin Duncan Hewson Dominic Maher Tina Nowell (appointed 18 th December 2020) David Oakley Geoffrey Palmer Sue Sayers (resigned 21 st September 2020) Fiona Vernon
Company Secretary:	Ann Johnstone
Senior Management Team:	Jon Hills, Chief Executive Officer Gina Buxton, Chief Financial Officer Ann Johnstone, Compliance Officer
Company Name:	The Alliance Multi-Academy Trust
Principal and registered Office:	Windlesham Village Infant School School Road Windlesham Surrey GU20 6PB
Company Registration Number:	08576427
Independent Auditor:	Landau Baker Limited Mountcliff House 154 Brent Street London NW4 2DR
Bankers:	Lloyds Bank plc Camberley Surrey GU15 3SJ

THE ALLIANCE MULTI ACADEMY TRUST
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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 academic year 1 September 2020 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 an academy for pupils aged 4-11 serving a catchment area in Surrey Heath. It has a pupil capacity of 1,440 and had a roll of 1,338 in the school census on 1st October 2021.

Structure, Governance and Management

Constitution

The academy trust is a company limited by guarantee and an exempt charity. The charitable company's Articles of Association are the primary governing documents of The Alliance Multi-Academy Trust (TAMAT).

The trustees of TAMAT are also the directors of the charitable company for the purposes of company law.

Details of the trustees who served during the year, and to the date these accounts are approved are included in the Reference and Administrative Details on the preceding pages of this document.

TAMAT operates:

- **Connaught Junior School** for pupils aged 7 to 11 serving the catchment of Bagshot and the surrounding areas of Windlesham, Lightwater, Chobham and Camberley;
- **Holy Trinity C of E Primary School** for pupils aged 4 to 11 serving the catchment of West End and Chobham;
- **Windlesham Village Infant School** for pupils aged 4 to 7 serving the catchment of Windlesham and surrounding areas of Bagshot, Lightwater and Camberley;
- **Crawley Ridge Infant School** for pupils aged 4 to 7 serving the catchment of Crawley Ridge and the surrounding areas of Camberley and Frimley; and
- **Crawley Ridge Junior School** for pupils aged 7 to 11 serving the catchment of Crawley Ridge and the surrounding areas of Camberley and Frimley.

Members' Liability

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

Trustees' Indemnities

Subject to the provisions of the Companies Act, every trustee or other officer of the academy trust shall be indemnified out of the assets of the academy trust against any liability incurred by them in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favour or in which they are acquitted or in connection with any application in which relief is granted to them by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the academy trust.

Method of Recruitment and Appointment or Election of Trustees

The management of the academy trust is the responsibility of the trustees who are elected and co-opted under the terms of the Articles of Association and funding agreement as follows:

- Up to 6 trustees who are appointed by the Members
- Up to 3 Trustees who are appointed by the Guildford Diocesan Education Trust (GDET)

At Local Academy Board level:

- At least 2 local parent governors who are elected by the parents of registered pupils at each academy school;
- At least 1 staff local governor appointed by staff (provided that the total number of local governors, including the Headteacher, who are employees of TAMAT, does not exceed one third of the total number of local governors on the Local Academy Board);
- At least 4 co-opted local governors who are appointed by the Local Academy Board;
- The Headteacher who is treated for all purposes as being an ex-officio local governor.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Structure, Governance and Management (continued)

The term of office for any trustee and local governor is 4 years. The headteacher's term of office runs parallel with their term of appointment. Subject to remaining eligible to be a particular type of trustee, any trustee may be reappointed or re-elected.

Policies and Procedures Adopted for the Induction and Training of Trustees

The training and induction provided for new trustees and local governors will depend on their individual experience and expertise. Where necessary an induction will provide training on charity and educational, legal and financial matters. All new trustees and local governors are given a tour of the academy(ies) and the chance to meet with staff and students. All governors are provided with copies of policies, procedures, minutes, budgets, plans and other documents that they will need to understand their role as trustees and governors of the academy.

Organisational Structure

The academy trust has established a management structure to enable its efficient running. The structure consists of two levels: the trustees and the executives who are the senior leadership team.

The trust board has considered its role thoughtfully and decided that the role of the trustees is to approve the strategic direction and objectives of the academy and monitor its progress towards these objectives.

The trust board has approved a scheme of delegation which sets out a statement on the system of internal control, responsibilities, standing orders, a scheme of delegation and terms of reference. The headteacher is directly responsible for the day to day running of the academy and is assisted by a senior leadership team.

Trustees are responsible for setting general policy, adopting an annual plan and budget, monitoring the academy by use of budgets and making major decisions about the direction of the academy, including capital expenditure and senior staff appointments.

The chief executive assumes the accounting officer role.

Arrangements for setting Pay and Remuneration of Key Management Personnel

The Board has delegated the arrangement for setting the pay and remuneration for executive directors and senior management to the pay committee whose members comprise three trustees including the Chair of the Trust. This committee reviews the performance of the senior leadership team and ensures that succession planning is in line with the plans of the Trust.

This committee also considers the band of annual pay increases for all staff as guidelines for each of the academies pay committees. The Trust scheme of delegation sets out the responsibility for pay increases for all staff to the CEO and the pay committee.

Trade Union Facility Time

The Trust has one member of staff that is a relevant trade union representative. No time has been allocated to their duties during the course of the year.

Related Parties and other Connected Charities and Organisations

There are no related parties to the Trust. Each school has an associated Parent Teacher Association which are managed as a separate entity and each registered appropriately with the Charities Commission.

Objectives and Activities

The principal object and activity of the academy trust is to provide a broad and balanced education for pupils of all abilities in the Primary education sector. The trustees and governors have referred to the guidance issued by the Charity Commission in respect of public benefit when reviewing the aims and objectives of the academy trust.

In accordance with the Articles of Association, the academy trust has adopted a "Scheme of Delegation" approved by the Secretary of State for Education.

The Scheme of Delegation specifies, amongst other things, that the Trust will be at the heart of their communities promoting community cohesion and sharing facilities; the basis for admitting students to the Trust, that the curriculum should be broad and balanced; there will be an emphasis on the needs of individual pupils including pupils with SEN; the basis for charging pupils.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Objectives and Activities (continued)

Public Benefit

In setting our objectives and planning our activities the trustees have carefully considered the Charity Commission's general guidance on public benefit.

As an academy trust we make the best use of our skills, expertise and experience with regards to the community. Some examples of this are:

- Raising money for local, national and international charities.
- Allowing use of facilities for recreational and other leisure time occupation for the community at large in the interests of social welfare and with the interest of improving the life of that community.

Strategic Report - Achievements and Performance

This is TAMAT's third full academic year of operation since conversion on 1st April 2018, although understandably due to COVID-19 much of what we had planned to do was superseded by providing quality provision and support during lockdown.

The total number of pupils in the year ended 31 August 2021 was 1,385 but this has decreased further to 1,338 at the October 2021 census date due to low birth rates in Surrey Heath.

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

Our last set of data was in July 2021 however this has not been moderated due to the ongoing impact of the Covid-19 pandemic and therefore outcomes must be seen as speculative.

The strong focus on school improvement through utilising the skills of the CEO who is a practising Ofsted Inspector alongside, creating clear assessment criteria, providing a consistent robust appraisal process across the schools and a consistent approach to self-evaluation, strategic planning and governor monitoring has ensured all schools are self-improving.

The particular achievements and performance of TAMAT during the year ended 31st August 2021 were as follows:

- Portfolio systems and structures in place to support scrutiny by governors at school level and create a way for sharing best practice across all 5 schools.
- Remote learning provision during lockdown – very positive response from parent questionnaires
- Despite lockdown schools have continued to make the curriculum engaging and purposeful.
- Recovery curriculum provision – the vast majority of pupils returned to schools post lockdown ready to learn.
- Recruitment of new Headteacher
- Embedding partnership working between schools to share best practice and to support one another – particularly seen through the many network groups and sharing of resources.
- Access to grants to improve school environment via CiF

Working more widely with other schools developing school improvement capacity and developing positive reputation within Surrey Alliance for Excellence (SAfE).

Key Performance Indicators

Quality of Education (to include curriculum, quality of teaching, assessment including end of KS and SEND and vulnerable groups reporting)

As there have been no statutory tests 2019-20 and 2020-21, our last set of published data based on statutory tests was July 2019. Internal data assessments have continued and there is aspiration to get data back to pre-covid results, however this has not been moderated due to the ongoing impact of the Covid-19 pandemic and therefore outcomes must be seen as speculative. End of year data is lower than normal across all schools, and there are cohorts who have achieved better than others in each school. Average end of year data compared to two other local trusts is generally inline or above for KS2 although KS1 data is lower. With only inhouse end of year moderation due to timing and restrictions, comparisons between TAMAT schools and further afield should be taken with caution. The key question from the data is, "So what are schools doing about it?" and I am confident that the Catch-Up funding has been targeted and spent wisely. For most children they have just not had enough time face to face back in school to meet the end of year expectations confidently. All schools feel many of the children's assessments are on the cusp of moving to expected or exceeding.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Strategic Report - Achievements and Performance (continued)

The number of pupils achieving Expected+ in KS1 compared to KS2 is not as high. This may be because in lockdown KS2 children had the basics to be able to build upon with new learning and are more independent. These KS1 children missed schooling in EYFS / Year 1 in 2019-20 and alongside lockdown this year, many did not have the firm foundations to build upon when working remotely or independently and needed the face-to-face teaching. Although parents may have supported remote learning, the quality interactions of a professional cannot be replaced easily. Across the three subjects, Expected+ in Writing has been most adversely impacted and with the fewest pupils achieving Exceeding. Writing is identified in all TAMAT schools' SDP 2021-22.

- All KS1 schools' data is significantly below normal expectations and generally lower than KS2.
- Writing has been most impacted with approx. 50% pupils not achieving expected and with fewest pupils achieving Exceeding compared to other subjects.
- CRI generally lower than HTP and WWIS in expected, however have more children exceeding Maths and Writing.

Trust Comparison Data July 2021 (3 Multi Academy Trusts of Varying Size)

Reading

TAMAT	CRJ	CJS	HTP	WWIS	CRI	TAMAT Average	Trust A	Trust B
Year 1			67	72	48	62	80	74
Year 2			63	64	68	65	77	69
Year 3	87	80	78			82	66	74
Year 4	84	90	74			83	73	83
Year 5	77	71	72			73	79	73
Year 6	92	81	85			86	76	85

Writing

TAMAT	CRJ	CJS	HTP	WWIS	CRI	TAMAT Average	Trust A	Trust B
Year 1			60	55	45	53	73	65
Year 2			40	52	50	47	65	61
Year 3	61	47	53			54	48	64
Year 4	42	69	70			60	46	72
Year 5	52	64	72			63	59	56
Year 6	73	81	62			72	70	75

Maths

TAMAT	CRJ	CJS	HTP	WWIS	CRI	TAMAT Average	Trust A	Trust B
Year 1			68	79	52	66	80	72
Year 2			65	88	67	73	74	75
Year 3	92	83	62			79	59	80
Year 4	81	85	74			80	56	81
Year 5	70	83	72			75	67	73
Year 6	83	69	87			79	74	80

TAMAT schools' attendance data 2020-21

CJS	97%
CRI	97.4%
CRJS	96%
HTP	97%
WWIS	97.68%
National Average (2018/19)	96.2%

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Strategic Report - Achievements and Performance (continued)

Attendance is slightly lower than normal for our schools, however still better than national in a non-Covid year. Pupils who fall below 90% coming under the criteria of Persistent Absence has increased, however all schools are monitoring all children and each case is dealt with individually and around individual circumstances involving Surrey Inclusion Officers (EWO).

Although TAMAT's Funding Agreement is not subject to a specific carry forward limit on the amount of GAG funding, the main financial performance indicator is the level of reserves held at the balance sheet date and, in particular, the amount of General Annual Grant (GAG) funding carried forward at the balance sheet date. On 31st August 2021, the balance of the GAG Restricted Fund was £Nil, which is after a transfer of £47,015 to the Restricted Fixed Asset Fund to fund capital expenditure during the period.

As the majority of TAMAT's funding is based on pupil numbers, pupil numbers are also a key performance indicator. As noted above, pupil numbers at the most recent census (October 2021) was 1,338 which is a decrease of approximately 0.7% from the previous census (October 2020).

Staffing costs are another key performance indicator for TAMAT and the percentage of total staff costs to GAG funding for the period was 96% (2020: 94.82%) while the percentage of staff costs to total costs was 77.28% (2020: 69.38%).

Going Concern

After making appropriate enquiries, the board of trustees has a reasonable expectation that the academy trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, 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 Statement of Accounting Policies.

Strategic Report - Financial Review

Finance Review

TAMAT uses various financial instruments including cash and items such as trade debtors and trade creditors that arise directly from its operations.

The existence of these financial instruments exposes the Trust to a number of financial risks which are described in more detail below.

The main risks arising from the financial statements are cashflow, interest rate risk and credit risk. The Trust seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs and to invest cash assets safely and profitably. The Trust seeks to manage its cash reserves to ensure liabilities are settled as they fall due. Most of the academy trust's income is obtained from the Education and Skills Funding Agency (ESFA) in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the ESFA during the period ended 31 August 2021 and the associated expenditure are shown as restricted funds in the Statement of Financial Activities.

TAMAT also received grants for fixed assets from the DfE and other organisations and funders and these are shown as Restricted Fixed Asset Funds in the Statement of Financial Activities. The balance of the Restricted Fixed Asset fund is reduced by the depreciation charges on the assets acquired using these funds.

During the year ended 31st August 2021 the total expenditure of £7,317,273 (2020: £6,914,080) was covered by the recurrent grant funding from the DfE, together with other incoming resources. The surplus of incoming resources over total expenditure for the year was £337,649 (2020: deficit of £97,438).

The main source of unrestricted income is income from trading activities totalling to: £206,754 (2020: £163,548).

The netbook value of fixed assets on 31st August 2021 were £15,022,157 (2020: £14,427,387) which includes depreciation charges for the period of £313,200 (2020: £247,287).

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Reserves Policy

The definition of reserves in the SORP is 'that part of a charity's income funds that is freely available for its general purposes'. This definition of reserves therefore normally excludes:

- permanent endowment funds
- expendable endowment funds
- restricted income funds
- any part of unrestricted funds not readily available for spending, specifically income funds which could only be realised by disposing of fixed assets held for charitable use

Reserves are therefore the resources the academy trust has or can make available to spend for any or all of the academy trust's purposes once it has met its commitments and covered its other planned expenditure. More specifically 'reserves' are income which becomes available to the academy trust and is to be spent at the trustees' discretion in furtherance of any of the academy trust's objectives (sometimes referred to as 'general purpose' income) but which is not yet spent, committed or designated (i.e. is 'free')

The level of reserves held takes into account the nature of income and expenditure streams, the need to match them with commitments, including future capital projects, and the nature of reserves. The trustees will keep this level of reserves under review on a regular basis and aim to build and maintain the reserves level by entering into cost effective agreements whilst in keeping with the principal object of the academy trust.

The balance of total funds held on 31st August 2021 was £11,365,176 (2020: £11,688,527) which comprised of the following:

Restricted Pension Liability Fund	(£4,384,000)	(2020: (£3,296,000))
Restricted Fixed Asset Fund	£15,081,148	(2020: £14,431,905)
Unrestricted Funds	£668,028	(2020: £552,622)

The trust board have determined that the appropriate level of free reserves should be a sum equivalent to one month's payroll, approximately £411,000 including a small contingency due to the uncertainties of future Government spending. The reason for this reserve is to provide sufficient working capital and to provide a cushion to deal with unexpected emergencies.

Within the reserves policy users should note that, because of accounting for the Local Government Pension Scheme (LGPS), the Trust recognises a significant pension fund deficit totalling to £4,384,000 (2020: £3,296,000). This deficit is included within restricted funds. This does not lead to an immediate liability for this amount. Similarly, if there were a pension surplus included in the restricted fund this would not create an immediately realisable asset that can be released straight away and expended for the specific purposes of that fund.

Users should also note that a surplus or deficit position of the pension scheme would generally result in a cash flow effect for the Trust in the form of an increase or decrease in employers' pension contributions over a period of years. The Trust thus takes this fact into account when reviewing current business plans and budgets, ascertaining how the pension costs might affect budgets in the future. On the basis that increased pension contributions should generally be met from the Trust's budgeted annual income, whilst the deficit might not be eliminated, there should be no actual cash flow deficit on the fund or direct impact on the unrestricted reserves of the Trust due to the recognition of the deficit.

Investment Policy

Investment policies are determined by the trust board. This ensures the level of funds the Trust holds can cover any immediate expenditure, without exposing the Trust to additional risk. Should any potential investment opportunity arise this would be escalated to the trust board for consideration.

As at 31 August 2021 (2020 – none), no investments were held.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Principal Risks and Uncertainties

The Companies Act 2006 s417(3b) requires disclosure of the principal risks and uncertainties facing a company. The Trust is exposed to a number of financial risks including credit, cash flow and liquidity risks. Given the Trust's exposure to financial instruments being limited, the exposure principally relates to bank balances, cash and trade creditors, with limited trade (and other) debtors. The Trust's system of internal controls ensures risk is minimal in these areas.

A risk register has been established and is updated regularly. Where appropriate, systems or procedures have been established to mitigate the risks the Trust faces. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects.

The trustees have assessed the major risks to which the Trust is exposed, in particular those relating to the specific teaching, provision of facilities and other operational areas of the Trust, and its finances. The trustees have implemented a number of systems to assess risks that the Academies face, especially in the operational areas (e.g. in relation to teaching, health and safety, bullying and school trips) and in relation to the control of finance. They have introduced systems, including operational procedures (e.g. vetting of new staff and visitors, supervision of school grounds) and internal financial controls (see below) in order to minimise risk. Where significant financial risk still remains they have ensured they have adequate insurance cover.

The Trust has an effective system of internal financial controls and this is explained in more detail in the Governance Statement.

It should also be noted that procedures are in place to ensure compliance with the health and safety regulations, pertaining to both staff and pupils.

Please refer to the Reserves Policy above for a description of the defined benefit pension scheme, in which there was a deficit at 31st August 2021. Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of academy closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

Fundraising

The Trust does not engage in any formal fundraising. Any fundraising for TAMAT schools is carried out by the Parent Teacher Associations (PTA). The PTAs are separate charitable entities to TAMAT.

Plans for Future Periods

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

TAMAT's plans for future periods are:

- Develop outstanding leadership at all levels within TAMAT and beyond;
- Develop and share excellence in teaching and learning;
- Enable a culture of collaboration, challenge, support and shared accountability;
- Drive an agenda of continuous school improvement through robust self-evaluation and quality assurance;
- Commit to tailored investment in continuous professional development that attracts, develops and retains the best staff, and
- Provide financial expertise, strength and resilience, driving probity and compliance.

Funds Held as Custodian Trustee on Behalf of Others

The academy trust and its trustees did not act as custodian trustee during the current or previous period.

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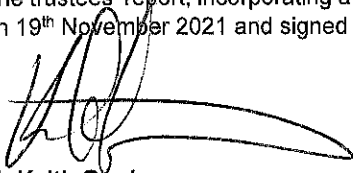
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Auditor

Insofar as the trustees are aware:

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

The trustees' report, incorporating a strategic report, was approved by order of the board of trustees, as the company directors, on 19th November 2021 and signed on the board's behalf by:

A handwritten signature in black ink, appearing to be 'K Gardner', with a long horizontal flourish extending to the right.

Mr Keith Gardner
Chair of Trustees

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GOVERNANCE STATEMENT

Scope of responsibility

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

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

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

Governance

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The board of trustees has formally met 7 times during the year.

Attendance during the year at meetings of the board of trustees was as follows:

Trustee	Meetings attended	Out of a possible
Louise Adrian	7	7
Keith Gardner	7	7
Samantha Goggin	7	7
Duncan Hewson	1	7
Dominic Maher	4	7
Tina Nowell (appointed 18 th December 2020)	3	4
David Oakley	6	7
Geoffrey Palmer	6	7
Sue Sayers (resigned 21 st September 2020)	0	1
Fiona Vernon	6	7

During the year TAMAT has carried out a review of its governance arrangements and procedures. This initially took the form of a skills audit for trustee roles against key areas and enabled the Trust to develop a clear scheme of delegation.

Review of value for money

As accounting officer, the Chief Executive 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 or by using a framework where appropriate. The accounting officer for the academy trust has delivered improved value for money during the year by:

- Development of Senior Leadership Teams including a part-time CEO centrally and successful recruitment of a first-time Headteacher at an Infant School;
- Successful CIF bids for Roofing Works at Crawley Ridge Junior School and Holy Trinity CofE and Fire Safety works at Connaught Junior School;
- Ensuring that resources are directed where they are most needed and most effective in meeting educational requirements by targeting resources in line with the Trust Strategic Plan and School Development Plans (SDPs);
- Resource and expertise sharing between schools

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GOVERNANCE STATEMENT (CONTINUED)

Review of value for money (continued)

- Tailored leadership and teaching support to underperforming schools enabling rapid and sustained improvement;
- Investment in safeguarding systems (CPOMS).
- Ratification of Central Human Resources Policies (e.g. Leave of Absence, Appraisal)

We recognise there is a need to continue developing relationships with other academies, local schools and national trusts in order to benefit from economies of scale in procuring products and services, developing staff and sharing knowledge, skills and expertise. Key objectives which form part of our five-year strategic plan include:

- Refine our procurement process making sure all contracts deliver best value and where possible savings are made through central contracts such as catering, IT, HR and H&S;
- Outward looking to encourage the growth of the Trust by engaging with potential partners/schools.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of academy trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in TAMAT for the period ended 31st 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 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 period ended 31st 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 and general purposes 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, and
- identification and management of risks.

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GOVERNANCE STATEMENT (CONTINUED)

The risk and control framework (continued)

The board of trustees has decided not to appoint an additional internal auditor for this purpose. However, the trustees have appointed Trustees with the requisite skill base to carry out a programme of internal checks. The internal reviewer's role includes giving advice on financial and other matters and performing a range of checks on the academy trust's financial and other systems. In particular, the checks carried out in the current period included:

- Portfolio Reporting Process
- Risk Register Review
- Areas of weakness raised in the external auditors' management letter points 2020/21

On at least an annual basis, the reviewers reports to the board of trustees, at a Business focused meeting on the operation of the systems of control and on the discharge of the board of trustees' financial responsibilities and annually prepares an annual summary report to the committee outlining the areas reviewed, key findings, recommendations and conclusions to help the committee consider actions and assess year on year progress. The agreed schedule of work has been delivered as planned. No material control issues were identified as a result of the work undertaken.

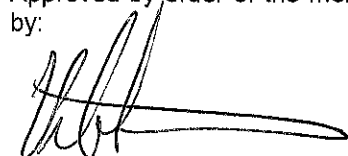
Review of effectiveness

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

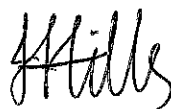
- the work of the Responsible Officer;
- the work of the external auditor;
- the financial management and governance self-assessment process or the school resource management self-assessment tool, and
- the work of the Headteachers and Business Leaders within TAMAT who have responsibility for the development and maintenance of the internal control framework.

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

Approved by order of the members of the Board of Trustees on 19 November 2021 and signed on their behalf by:



Mr Keith Gardner
Chair of Trustees



Mr Jon Hills
Accounting Officer

THE ALLIANCE MULTI ACADEMY TRUST
(A company limited by guarantee)

STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE

As Accounting Officer of The Alliance Multi Academy Trust (TAMAT) I have considered my responsibility to notify TAMAT's Board, including all Committee's and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the Academy, under the funding agreement in place between TAMAT and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2020.

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

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

Mr Jon Hills
Accounting Officer
Date: 19 November 2021



THE ALLIANCE MULTI ACADEMY TRUST
(A company limited by guarantee)

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2021

The Trustees (who act as Trustees of The Alliance Multi-Academy Trust and are also 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 applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and the Accounts Direction issued by the Education and Skills Funding Agency.

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the year. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;

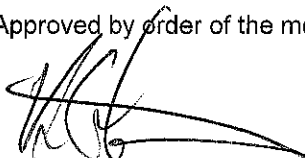
- observe the methods and principles in the Charities SORP 2015 and the Academies Accounts Direction 2018 to 2019;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

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

Approved by order of the members of the Board of Trustees on 19 November 2021 and signed on its behalf by:


Mr Keith Gardner
Chair of Trustees

THE ALLIANCE MULTI ACADEMY TRUST
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE
ALLIANCE MULTI ACADEMY TRUST**

Opinion

We have audited the financial statements of The Alliance Multi Academy Trust (the 'academy') for the year ended 31 August 2021 which comprise the Statement of financial activities, the balance sheet, the statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the Academy'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; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021 issued by the Education and Skills Funding Agency.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Academy'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.

THE ALLIANCE MULTI ACADEMY TRUST
(A company limited by guarantee)

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

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

THE ALLIANCE MULTI ACADEMY TRUST
(A company limited by guarantee)

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

Auditors' responsibilities for the audit of the financial statements

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

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

We considered the nature of the industry and its control environment, and reviewed the academy's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired about management's own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory framework that the academy's operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included the UK Companies Act and Charities SORP Act; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the charitable company's ability to operate or to avoid a material penalty.

The audit engagement team analysed the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management, and external legal counsel concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance.

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

THE ALLIANCE MULTI ACADEMY TRUST
(A company limited by guarantee)

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

Use of our report

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



FOR LANDAU BAKER LIMITED

Carly Pinkus (senior statutory auditor)

for and on behalf of

Landau Baker Limited

Chartered Accountants
Statutory Auditors

Mountcliff House
154 Brent Street
London
NW4 2DR

19 November 2021

THE ALLIANCE MULTI ACADEMY TRUST
(A company limited by guarantee)

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

In accordance with the terms of our engagement letter dated 19 May 2020 and further to the requirements of the Education and Skills Funding 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 The Alliance Multi Academy Trust during the year 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 The Alliance Multi Academy Trust and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to The Alliance 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 The Alliance Multi Academy Trust and ESFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of The Alliance Multi Academy Trust's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of The Alliance Multi Academy Trust's funding agreement with the Secretary of State for Education dated 30 September 2013 and the Academies Financial Handbook, extant from 1 September 2020, 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 year 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 Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

THE ALLIANCE MULTI ACADEMY TRUST
(A company limited by guarantee)

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

Conclusion

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 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.

Landau Baker Limited

Reporting Accountant

Landau Baker Limited

Chartered Accountants
Statutory Auditors

Mountcliff House
154 Brent Street
London
NW4 2DR

Date: 19 November 2021

THE ALLIANCE MULTI ACADEMY TRUST
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2021**

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Restricted fixed asset funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:						
Donations and capital grants	3	47,787	-	915,427	963,214	389,778
Other trading activities	5	206,754	-	-	206,754	163,548
Investments	6	137	-	-	137	413
Charitable activities	4	20,572	6,464,245	-	6,484,817	6,262,903
Total income		275,250	6,464,245	915,427	7,654,922	6,816,642
Expenditure on:						
Charitable activities	8	-	7,004,074	313,199	7,317,273	6,914,080
Total expenditure		-	7,004,074	313,199	7,317,273	6,914,080
Net income/(expenditure)		275,250	(539,829)	602,228	337,649	(97,438)
Transfers between funds	18	(159,844)	112,829	47,015	-	-
Net movement in funds before other recognised gains/(losses)		115,406	(427,000)	649,243	337,649	(97,438)
Other recognised gains/(losses):						
Actuarial losses on defined benefit pension schemes	24	-	(661,000)	-	(661,000)	(326,000)
Net movement in funds		115,406	(1,088,000)	649,243	(323,351)	(423,438)
Reconciliation of funds:						
Total funds brought forward		552,622	(3,296,000)	14,431,905	11,688,527	12,111,965
Net movement in funds		115,406	(1,088,000)	649,243	(323,351)	(423,438)
Total funds carried forward		668,028	(4,384,000)	15,081,148	11,365,176	11,688,527

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 24 to 48 form part of these financial statements.

THE ALLIANCE MULTI ACADEMY TRUST
(A company limited by guarantee)
REGISTERED NUMBER: 08576427

BALANCE SHEET
AS AT 31 AUGUST 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	15	15,022,157	14,427,387
		<u>15,022,157</u>	<u>14,427,387</u>
Current assets			
Debtors	16	506,589	338,180
Cash at bank and in hand		713,114	873,097
		<u>1,219,703</u>	<u>1,211,277</u>
Creditors: amounts falling due within one year	17	(492,684)	(654,137)
Net current assets		<u>727,019</u>	<u>557,140</u>
Total assets less current liabilities		<u>15,749,176</u>	<u>14,984,527</u>
Net assets excluding pension liability		<u>15,749,176</u>	<u>14,984,527</u>
Defined benefit pension scheme liability	24	(4,384,000)	(3,296,000)
Total net assets		<u><u>11,365,176</u></u>	<u><u>11,688,527</u></u>
Funds of the Academy			
Restricted funds:			
Fixed asset funds	18	15,081,148	14,431,905
Restricted funds excluding pension asset	18	15,081,148	14,431,905
Pension reserve	18	(4,384,000)	(3,296,000)
Total restricted funds	18	<u>10,697,148</u>	<u>11,135,905</u>
Unrestricted income funds	18	<u>668,028</u>	<u>552,622</u>
Total funds		<u><u>11,365,176</u></u>	<u><u>11,688,527</u></u>

The financial statements on pages 21 to 48 were approved by the Trustees, and authorised for issue on 19 November 2021 and are signed on their behalf, by:

Mr Keith Gardner
Chair of Trustees



The notes on pages 24 to 48 form part of these financial statements.

THE ALLIANCE MULTI ACADEMY TRUST
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	20	(167,577)	196,426
Cash flows from investing activities	21	7,594	(140,952)
Change in cash and cash equivalents in the year		(159,983)	55,474
Cash and cash equivalents at the beginning of the year		873,097	817,623
Cash and cash equivalents at the end of the year	22, 23	<u>713,114</u>	<u>873,097</u>

The notes on pages 24 to 48 form part of these financial statements

THE ALLIANCE MULTI ACADEMY TRUST
(A company limited by guarantee)

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

1. Accounting policies

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

1.1 Basis of preparation of financial statements

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

1.2 Going concern

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

1.3 Income

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

- **Legacies**

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Academy has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Academy, can be reliably measured.

- **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.

THE ALLIANCE MULTI ACADEMY TRUST
(A company limited by guarantee)

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

1. Accounting policies (continued)

1.4 Expenditure

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

• **Charitable activities**

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

All resources expended are inclusive of irrecoverable VAT.

1.5 Tangible fixed assets

Assets costing £2,000 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 and assets under construction, at rates calculated to write off the cost of each asset, less their estimated value, over their expected useful lives on the following basis:

Leasehold land	- 125 years
Leasehold property	- 25 to 50 years straight line
Furniture and equipment	- 5 years straight line
Computer equipment	- 3 years straight line
Other fixed assets	-

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

1.6 Debtors

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

THE ALLIANCE MULTI ACADEMY TRUST
(A company limited by guarantee)

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

1. Accounting policies (continued)

1.7 Cash at bank and in hand

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

1.8 Liabilities

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

1.9 Financial instruments

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

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 16. Prepayments are not financial instruments.

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

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 17. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

1.10 Operating leases

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

THE ALLIANCE MULTI ACADEMY TRUST
(A company limited by guarantee)

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

1. Accounting policies (continued)

1.11 Pensions

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

The LGPS is a funded multi-employer scheme and the assets are held separately from those of the Academy 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.

1.12 Fund accounting

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

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

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

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

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2. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 24, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 August 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.

3. Income from donations and capital grants

	Unrestricted funds 2021 £	Restricted fixed asset funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	47,787	-	47,787	36,610
Capital Grants	-	915,427	915,427	353,168
	<u>47,787</u>	<u>915,427</u>	<u>963,214</u>	<u>389,778</u>
<i>Total 2020</i>	<u>36,610</u>	<u>353,168</u>	<u>389,778</u>	

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4. Funding for the Academy's educational activities

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
DfE/ESFA grants				
General Annual Grant (GAG)	-	5,418,907	5,418,907	5,097,014
Other DfE/ESFA grants				
Others	-	404,746	404,746	384,078
UFSM	-	185,584	185,584	177,642
Pupil Premium	-	188,514	188,514	168,949
	-	6,197,751	6,197,751	5,827,683
Other Government grants				
Local Authority Grants	-	121,023	121,023	147,618
	-	121,023	121,023	147,618
Other income from the Academy's educational activities	20,572	34,671	55,243	254,485
COVID-19 additional funding (DfE/ESFA)				
Catch-up Premium	-	110,800	110,800	-
Other DfE/ESFA COVID-19 funding	-	-	-	17,252
	-	110,800	110,800	17,252
COVID-19 additional funding (non-DfE/ESFA)				
Coronavirus Job Retention Scheme grant	-	-	-	15,865
	-	-	-	15,865
	20,572	6,464,245	6,484,817	6,262,903
Total 2020	5,333	6,257,570	6,262,903	

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

The academy received £110,800 of funding for catch-up premium and costs incurred in respect of this funding totalled £75,353 during the current year, with the remaining amount of £35,447 to be spent in 2021/22.

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5. Income from other trading activities

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Lettings Income	24,026	24,026	25,199
Other Income	182,728	182,728	138,349
	<u>206,754</u>	<u>206,754</u>	<u>163,548</u>
<i>Total 2020</i>	<u>163,548</u>	<u>163,548</u>	

6. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Investment Income	137	137	413
	<u>413</u>	<u>413</u>	
<i>Total 2020</i>	<u>413</u>	<u>413</u>	

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7. Expenditure

	Staff Costs 2021 £	Premises 2021 £	Other 2021 £	Total 2021 £	Total 2020 £
Educational activities:					
Direct costs	3,481,853	-	380,866	3,862,719	3,634,315
Allocated support costs	2,248,984	546,934	658,636	3,454,554	3,279,765
	<u>5,730,837</u>	<u>546,934</u>	<u>1,039,502</u>	<u>7,317,273</u>	<u>6,914,080</u>
<i>Total 2020</i>	<u>5,405,653</u>	<u>635,510</u>	<u>872,917</u>	<u>6,914,080</u>	

8. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Educational activities	<u>7,317,273</u>	<u>7,317,273</u>	<u>6,914,080</u>
<i>Total 2020</i>	<u>6,914,080</u>	<u>6,914,080</u>	

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9. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £	Total funds 2020 £
Educational activities	3,862,719	3,454,554	7,317,273	6,914,080
<i>Total 2020</i>	<u>3,634,315</u>	<u>3,279,765</u>	<u>6,914,080</u>	

Analysis of direct costs

	Educational activities 2021 £	Total funds 2021 £	Total funds 2020 £
Staff Costs	3,458,003	3,458,003	3,257,622
Educational Supplies	209,230	209,230	57,582
Educational Consultancy	54,937	54,937	89,271
Teaching Supply Costs	23,850	23,850	40,233
Technology Costs	18,533	18,533	12,448
Staff Development and Training	34,131	34,131	15,590
Other Direct Costs	64,035	64,035	161,569
	<u>3,862,719</u>	<u>3,862,719</u>	<u>3,634,315</u>
<i>Total 2020</i>	<u>3,634,315</u>	<u>3,634,315</u>	

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9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Educational activities 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Pension Finance Cost	59,000	59,000	49,000
Staff Costs	1,880,984	1,880,984	1,770,798
Depreciation	313,200	313,200	247,287
Technology Costs	113,157	113,157	85,756
Maintenance of Premises and Equipment	70,181	70,181	80,214
Cleaning	63,479	63,479	67,813
Rent and Rates	33,807	33,807	49,489
Energy	71,194	71,194	126,100
Insurance	67,664	67,664	65,088
Catering	210,721	210,721	193,139
Governance Costs	12,750	12,750	16,325
Other Support Costs	156,745	156,745	140,971
Legal and Professional Fees	33,672	33,672	38,239
Security and Transport	-	-	12,546
Non Cash Pension Costs	368,000	368,000	337,000
	<u>3,454,554</u>	<u>3,454,554</u>	<u>3,279,765</u>
<i>Total 2020</i>	<u>3,279,765</u>	<u>3,279,765</u>	

In the current year, the non-cash pension costs have been re-allocated to a separate line within the support costs note 9. This cost used to be included within the staff costs line within this note. In turn, the expenditure note 7 and the staff costs note 11a have both been updated to reflect this change. The prior year figures have also been updated for comparison. This is a better reflection of the actual staff costs incurred by the Academy Trust and enhances the user's understanding of the financial statements.

10. Net income/(expenditure)

Net income/(expenditure) for the year includes:

	2021 £	2020 £
Operating lease rentals	4,900	1,419
Depreciation of tangible fixed assets	313,200	247,287
Fees paid to auditors for:		
- audit	9,250	9,250
- other services	3,500	6,985

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**NOTES TO THE FINANCIAL STATEMENTS
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11. Staff

a. Staff costs

Staff costs during the year were as follows:

	2021 £	2020 £
Wages and salaries	4,085,301	3,856,545
Social security costs	330,945	312,040
Pension costs	922,741	859,835
	<u>5,338,987</u>	<u>5,028,420</u>
Agency staff costs	23,850	40,233
Non cash pension costs	368,000	337,000
	<u>5,730,837</u>	<u>5,405,653</u>

In the current year, the non-cash pension costs have been re-allocated to a separate line within the support costs note 9. This cost used to be included within the staff costs line within this note. In turn, the expenditure note 7 and the staff costs note 11a have been updated to reflect this change. The prior year figures have also been updated for comparison. This is a better reflection of the actual staff costs incurred by the Academy Trust and enhances the user's understanding of the financial statements.

b. Staff numbers

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

	2021 No.	2020 No.
Teachers	66	73
Administration and support	181	174
Management	15	13
	<u>262</u>	<u>260</u>

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11. 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.
In the band £60,001 - £70,000	1	2
In the band £70,001 - £80,000	1	-
In the band £80,001 - £90,000	1	1
	<u>1</u>	<u>1</u>

d. Key management personnel

The key management personnel of the Academy comprise the Trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy was £255,823 (2020 £193,742).

12. Central services

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

- Central business team
- Finance and administration services
- ICT services

The Academy charges for these services on the following basis:

The trust funded the provision of these central services this year by charging each academy a central services fee of 6% of GAG. This percentage will be reviewed on an annual basis.

The actual amounts charged during the year were as follows:

	2021 £	2020 £
Connaught Junior School	106,878	102,266
Crawley Ridge Infant School	42,577	43,434
Crawley Ridge Junior School	58,718	61,255
Windlesham Village Infant School	28,265	31,307
Holy Trinity CofE Primary School	96,105	90,481
Total	<u>332,543</u>	<u>328,743</u>

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13. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 August 2021, no Trustee expenses have been incurred (2020 - £NIL).

14. Trustees' and Officers' insurance

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

15. Tangible fixed assets

	Long-term leasehold property £	Furniture and equipment £	Computer equipment £	Assets under construction £	Total £
Cost or valuation					
At 1 September 2020	14,950,681	226,392	168,093	7,015	15,352,181
Additions	840,659	39,388	27,923	-	907,970
Transfers between classes	-	-	7,015	(7,015)	-
At 31 August 2021	15,791,340	265,780	203,031	-	16,260,151
Depreciation					
At 1 September 2020	663,429	146,430	114,935	-	924,794
Charge for the year	201,439	46,952	64,809	-	313,200
At 31 August 2021	864,868	193,382	179,744	-	1,237,994
Net book value					
At 31 August 2021	14,926,472	72,398	23,287	-	15,022,157
At 31 August 2020	14,287,252	79,962	53,158	7,015	14,427,387

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16. Debtors

	2021 £	2020 £
Due within one year		
Trade debtors	20,257	14,075
Other debtors	108,122	45,528
Prepayments and accrued income	378,210	278,577
	<u>506,589</u>	<u>338,180</u>

17. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	-	3,586
Other taxation and social security	81,057	73,746
Other creditors	103,997	97,753
Accruals and deferred income	307,630	479,052
	<u>492,684</u>	<u>654,137</u>

	2021 £	2020 £
Deferred income at 1 September 2020	136,818	123,613
Resources deferred during the year	122,139	136,818
Amounts released from previous periods	(136,818)	(123,613)
	<u>122,139</u>	<u>136,818</u>

At the balance sheet date the academy trust was holding funds received in advance relating to 2021/2022 ESFA income for free school meals.

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

	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2021 £
Unrestricted funds						
General Funds - all funds	552,622	275,250	-	(159,844)	-	668,028
Restricted general funds						
General Annual Grant (GAG)	-	5,418,907	(5,567,183)	112,829	-	(35,447)
Other DfE/ESFA grants	-	404,746	(404,746)	-	-	-
Local Authority grants	-	121,023	(121,023)	-	-	-
General funds	-	34,671	(34,671)	-	-	-
Covid catch-up premium	-	110,800	(75,353)	-	-	35,447
Pupil premium	-	188,514	(188,514)	-	-	-
UIFSM	-	185,584	(185,584)	-	-	-
Pension reserve	(3,296,000)	-	(427,000)	-	(661,000)	(4,384,000)
	<u>(3,296,000)</u>	<u>6,464,245</u>	<u>(7,004,074)</u>	<u>112,829</u>	<u>(661,000)</u>	<u>(4,384,000)</u>
	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2021 £
Restricted fixed asset funds						
Restricted Fixed Asset Funds - all funds	14,078,737	915,427	-	47,015	-	15,041,179
DfE/ESFA capital grants	310,473	-	(270,504)	-	-	39,969
Other capital income	42,695	-	(42,695)	-	-	-
	<u>14,431,905</u>	<u>915,427</u>	<u>(313,199)</u>	<u>47,015</u>	<u>-</u>	<u>15,081,148</u>
Total Restricted funds	<u>11,135,905</u>	<u>7,379,672</u>	<u>(7,317,273)</u>	<u>159,844</u>	<u>(661,000)</u>	<u>10,697,148</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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18. Statement of funds (continued)

Total funds	11,688,527	7,654,922	(7,317,273)	-	(661,000)	11,365,176
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The specific purposes for which the funds are to be applied are as follows:

Restricted fixed assets funds have been increased by capital grants provided by DfE and reduced by depreciation charges.

Restricted general fund have been increased by revenue grants provided by DfE and reduced by expenditure incurred in the operation of the academy.

The restricted funds can only be used in terms of limitations imposed by the Funding Agreement with the DfE and the terms of any specific grant.

Unrestricted funds have been increased by voluntary contributions by parents and reduced by expenditure incurred in the operation of the academy.

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

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18. Statement of funds (continued)

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

	<i>Balance at 1 September 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 August 2020 £</i>
Unrestricted funds						
General Funds - all funds	428,504	205,904	-	(81,786)	-	552,622
Restricted general funds						
General Annual Grant (GAG)	-	5,234,599	(5,257,822)	23,223	-	-
Other DfE/ESFA grants	-	730,669	(730,669)	-	-	-
Local Authority grants	-	140,978	(140,978)	-	-	-
Other government grants	-	6,640	(6,640)	-	-	-
General funds	-	144,684	(144,684)	-	-	-
Pension reserve	(2,584,000)	-	(386,000)	-	(326,000)	(3,296,000)
	<u>(2,584,000)</u>	<u>6,257,570</u>	<u>(6,666,793)</u>	<u>23,223</u>	<u>(326,000)</u>	<u>(3,296,000)</u>
Restricted fixed asset funds						
Restricted Fixed Asset Funds - all funds	14,267,461	-	(247,287)	58,563	-	14,078,737
DfE/ESFA capital grants	-	310,473	-	-	-	310,473
Other capital income	-	42,695	-	-	-	42,695
	<u>14,267,461</u>	<u>353,168</u>	<u>(247,287)</u>	<u>58,563</u>	<u>-</u>	<u>14,431,905</u>
Total Restricted funds	<u>11,683,461</u>	<u>6,610,738</u>	<u>(6,914,080)</u>	<u>81,786</u>	<u>(326,000)</u>	<u>11,135,905</u>
Total funds	<u>12,111,965</u>	<u>6,816,642</u>	<u>(6,914,080)</u>	<u>-</u>	<u>(326,000)</u>	<u>11,688,527</u>

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18. Statement of funds (continued)

Total funds analysis by academy

Fund balances at 31 August 2021 were allocated as follows:

	2021 £	2020 £
Connaught Junior School	296,463	227,081
Holy Trinity CofE Primary School	183,078	113,050
Crawley Ridge Infant School	46,582	74,674
Crawley Ridge Junior School	104,155	83,612
Windlesham Village Infant School	37,750	54,205
Total before fixed asset funds and pension reserve	668,028	552,622
Restricted fixed asset fund	15,081,148	14,431,905
Pension reserve	(4,384,000)	(3,296,000)
Total	11,365,176	11,688,527

A small deficit balance of £25,275 remained in the central trust at the end of year due to facilitate additional costs and staffing needs during covid restrictions ensuring no additional pressure was put on local school's budgets. This balance has been allocated, based on pupil numbers, across the individual schools. The total fund position for the Trust at year end remains in surplus.

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18. Statement of funds (continued)

Total cost analysis by academy

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

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2021 £	Total 2020 £
Connaught Junior School	1,430,977	146,199	101,852	320,047	1,999,075	1,757,473
Holy Trinity CofE Primary School	1,131,205	341,793	83,231	324,576	1,880,805	1,769,612
Crawley Ridge Infant School	565,443	114,564	32,219	184,588	896,814	897,374
Crawley Ridge Junior School	757,493	180,225	30,652	200,371	1,168,741	1,197,630
Windlesham Village Infant School	374,923	76,035	15,277	113,266	579,501	636,866
The Alliance Multi-Academy Trust	73,533	170,447	21,621	(213,464)	52,137	21,838
Pension expense	-	-	-	427,000	427,000	386,000
Academy	4,333,574	1,029,263	284,852	1,356,384	7,004,073	6,666,793

19. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Restricted fixed asset funds 2021 £	Total funds 2021 £
Tangible fixed assets	-	-	15,022,157	15,022,157
Current assets	668,028	492,684	58,991	1,219,703
Creditors due within one year	-	(492,684)	-	(492,684)
Provisions for liabilities and charges	-	(4,384,000)	-	(4,384,000)
Total	668,028	(4,384,000)	15,081,148	11,365,176

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19. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Restricted fixed asset funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	-	-	14,427,387	14,427,387
Current assets	552,622	654,137	4,518	1,211,277
Creditors due within one year	-	(654,137)	-	(654,137)
Provisions for liabilities and charges	-	(3,296,000)	-	(3,296,000)
Total	552,622	(3,296,000)	14,431,905	11,688,527

20. Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2021 £	2020 £
Net income/(expenditure) for the year (as per statement of financial activities)	337,649	(97,438)
Adjustments for:		
Depreciation	313,200	247,287
Capital grants from DfE and other capital income	(915,427)	(353,168)
Interest receivable	(137)	(413)
Defined benefit pension scheme cost less contributions payable	368,000	337,000
Defined benefit pension scheme finance cost	59,000	49,000
(Increase)/decrease in debtors	(168,409)	16,691
Decrease in creditors	(161,453)	(2,533)
Net cash (used in)/provided by operating activities	(167,577)	196,426

21. Cash flows from investing activities

	2021 £	2020 £
Interest receivable	137	413
Purchase of tangible fixed assets	(907,970)	(494,533)
Capital grants from DfE Group	915,427	353,168
Net cash provided by/(used in) investing activities	7,594	(140,952)

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22. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand and at bank	713,114	873,097
Total cash and cash equivalents	713,114	873,097

23. Analysis of changes in net debt

	At 1 September 2020 £	Cash flows £	At 31 August 2021 £
Cash at bank and in hand	873,097	(159,983)	713,114
	873,097	(159,983)	713,114

24. Pension commitments

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

The latest actuarial valuation of the TPS related to the period ended 31 March 2016 and of the LGPS 31 August 2021.

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 full-time teachers in academies. All teachers have the option to opt-out of the TPS following enrolment.

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

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

24. Pension commitments (continued)

Valuation of the Teachers' Pension Scheme

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

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

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

The employer's pension costs paid to TPS in the year amounted to £605,529 (2020 - £495,230).

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

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The Academy has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Academy 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 £403,000 (2020 - £345,000), of which employer's contributions totalled £317,000 (2020 - £270,000) and employees' contributions totalled £86,000 (2020 - £75,000). The agreed contribution rates for future years are 20.7 per cent for employers and 5.5-12.5 per cent for employees.

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

Principal actuarial assumptions

Surrey Pension Fund

	2021	2020
	%	%
Rate of increase in salaries	3.80	3.10
Rate of increase for pensions in payment/inflation	2.90	2.20
Discount rate for scheme liabilities	1.65	1.70

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24. Pension commitments (continued)

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

	2021	2020
	Years	Years
<i>Retiring today</i>		
Males	22.3	22.1
Females	24.7	24.3
<i>Retiring in 20 years</i>		
Males	23.4	22.9
Females	26.4	25.7

Share of scheme assets

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

	2021	2020
	£	£
Equities	2,977,000	2,161,000
Corporate bonds	635,000	496,000
Property	278,000	234,000
Cash and other liquid assets	79,000	29,000
Total market value of assets	3,969,000	2,920,000

The actual return on scheme assets was £645,000 (2020 - £(196,000)).

The amounts recognised in the Statement of financial activities are as follows:

	2021	2020
	£	£
Current service cost	(685,000)	(607,000)
Interest income	53,000	53,000
Interest cost	(112,000)	(102,000)
Total amount recognised in the Statement of financial activities	(744,000)	(656,000)

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24. Pension commitments (continued)

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

	2021 £	2020 £
At 1 September	6,216,000	5,350,000
Current service cost	685,000	607,000
Interest cost	112,000	102,000
Employee contributions	86,000	75,000
Actuarial losses	1,306,000	130,000
Benefits paid	(52,000)	(48,000)
At 31 August	8,353,000	6,216,000

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

	2021 £	2020 £
At 1 September	2,920,000	2,766,000
Interest income	53,000	53,000
Actuarial gains/(losses)	645,000	(196,000)
Employer contributions	317,000	270,000
Employee contributions	86,000	75,000
Benefits paid	(52,000)	(48,000)
At 31 August	3,969,000	2,920,000

25. Operating lease commitments

At 31 August 2021 the Academy had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021 £	2020 £
Not later than 1 year	10,444	5,544
Later than 1 year and not later than 5 years	15,589	8,870
	26,033	14,414

26. Members' liability

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

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27. Related party transactions

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

No related party transaction took place in the period of account, other than certain trustees' remuneration and expenses already disclosed in note 13.