

Company Registration Number: 07831414 (England & Wales)

**THE DORCAN ACADEMY**  
**(A COMPANY LIMITED BY GUARANTEE)**

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



**THE DORCAN ACADEMY  
(A COMPANY LIMITED BY GUARANTEE)**

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**THE DORCAN ACADEMY  
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**REFERENCE AND ADMINISTRATIVE DETAILS**

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<b>Trustees</b>	S Bareham, Head Teacher <sup>1,4,5</sup> S Burley (appointed 7 January 2021, resigned 9 September 2021) J Brookes (Resigned 15 November 2020) <sup>2</sup> P Corkish, Staff Trustee <sup>1</sup> C Gee <sup>2,3,4,5,6</sup> S Harvey <sup>5,6</sup> B Summerhill <sup>4</sup> A Martin <sup>5</sup> P Porter, Chair (17/05/2021 to 07/09/2021) Vice Chair <sup>2,3,4,6</sup> N Watson (nee Derewicz), Staff Trustee <sup>1</sup> A Thomas, Chair (to 16/05/2021) (Resigned 16 May 2021) <sup>2,3,5</sup> J Walker <sup>2,3</sup> J McCarthy <sup>2,3</sup> P O'Nion (appointed 20 January 2021) <sup>4</sup> R Linnegar, Chair (from 07/09/2021) (appointed 7 July 2021) <sup>2,3,4,6</sup>
	<sup>1</sup> Admissions <sup>2</sup> Audit <sup>3</sup> Finance and Premises <sup>4</sup> Data <sup>5</sup> Staffing <sup>6</sup> Disciplinary
<b>Company registered number</b>	07831414
<b>Company name</b>	The Dorcan Academy
<b>Principal and registered office</b>	St Paul's Drive Covingham Swindon Wiltshire SN3 5DA
<b>Chief executive officer</b>	S Bareham
<b>Senior management team</b>	S Bareham, Headteacher P Morley, Assistant Head L Morgans, Deputy Head M Shepherd, Deputy Head A Broderstad, Chief Finance and Operations Officer

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**REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2021**

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**Independent auditors** Bishop Fleming Bath Limited  
Chartered Accountants  
Statutory Auditors  
Minerva House  
Lower Bristol Road  
Bath  
BA2 9ER

**Bankers** Lloyds Bank Plc  
5 High Street  
Swindon  
SN1 3EN

**Solicitors** Stone King LLP  
13 Queen Square  
Bath  
BA1 2HJ



**THE DORCAN ACADEMY  
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**TRUSTEES' REPORT  
FOR THE YEAR ENDED 31 AUGUST 2021**

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The Trustees present their annual report together with the financial statements and auditors' report of the Charitable Company for the year ended 31 August 2021. The annual report serves the purpose of both a Trustees' report, and a Directors' report under company law.

The Trust operates a secondary academy for pupils aged 11 to 16 in Swindon. It has a pupil capacity of 1234 and had a roll of 763 in the school census on 31 January 2021 (756 in October 2020).

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Constitution**

The Academy Trust is a company limited by guarantee and an exempt charity. The Charitable Company's Memorandum and Articles of Association are the primary governing documents of the Academy Trust. The Trustees of The Dorcan Academy are also the directors of the Charitable Company for the purposes of company law. The Charitable Company operates as The Dorcan Academy.

Details of the Trustees who served throughout the year, and to the date the accounts are approved are included in the Reference and Administration Details.

**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 Trustee, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they cease to be a Member.

**Trustees' Indemnities**

Trustees benefit from indemnity insurance purchased at the Academy Trust's expense to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty in relation to the Academy Trust, provided that any such insurance shall not extend to any claim arising from any act or omission which the Trustees knew to be a breach of trust or breach of duty or which was committed by the Trustees in reckless disregard to whether it was a breach of trust or breach of duty or not and provided also that any such insurance shall not extend to the costs of any unsuccessful defence to a criminal prosecution brought against the Trustees in their capacity as Directors of the Academy Trust. Professional Indemnity is unlimited under the RPA scheme.

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

The Academy's Board of Trustees comprises the Headteacher, up to 7 parent Trustees, up to 3 Staff Trustees (providing that the total number of Trustees, including the Headteacher, who are employees of the Academy, does not exceed one third of the total number of Trustees) and up to 9 other Trustees.

The Academy shall have the following Trustees as set out in its Articles of Association and funding agreement:

- up to 20 Trustees who are appointed by members.
- up to 7 Parent Trustees who are elected by Parents of registered students at the Academy.
- up to 3 staff Trustees appointed by Trustee board.

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

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- up to 9 Community Trustees who are appointed by the Trustee board, and;
- the Headteacher who is treated for all purposes as being an ex officio Trustee.

Trustees are appointed for a four-year period, except that this time limit does not apply to the Headteacher. Subject to remaining eligible to be a particular type of Trustee, any Trustee can be re-appointed or re-elected.

When appointing new Trustees, the Board will give consideration to the skills and experience mix of existing Trustees in order to ensure that the Board has the necessary skills to contribute fully to the Academy's development.

Following amendment to the Academies Financial Handbook the structure of governance and the possible change to the Articles of Association is being considered.

**Policies and Procedures adopted for the Induction and Training of Trustees**

The Academy follows standard Trustee Recruitment procedures and Trustees receive an Induction pack which is available on Governor Hub and attend training courses as set out in the SBC Governor Bulletin.

The training and induction provided for new Trustees will depend upon their existing experience but would always include a tour of the Academy and a chance to meet staff and students. All Trustees are provided with copies of policies, procedures, minutes, accounts, budgets, plans and other documents that they will need to undertake their role as Trustees. As there are normally only two or three new Trustees a year, induction tends to be done informally and is tailored specifically to the individual. Advantage is taken of specific courses offered by the Local Authority and also through the Education Strategy Partnership (ESP).

**Organisational Structure**

The Board of Trustees normally meets once each full term. The Board establishes an overall framework for the governance of the Academy and determines membership, terms of reference and procedures of Committees and other groups. It receives reports including policies from its committees for ratification although some policies are delegated to the Committee. It monitors the activities of the Committees through the minutes of their meetings and reports at meetings. The Board may from time to time establish Working Groups to perform specific tasks over a limited timescale. Owing to the pandemic face to face meetings have not taken place since 10 March 2020 but have been held virtually. Consideration is being given to widening the remit of the Data Committee to include Curriculum and the Staffing Committee to include Staff and Student welfare.

There are 5 committees as follows:

- Finance and Premises Committee - which also acts as the Audit Committee, meets at least four times a year and is responsible for monitoring, evaluating and reviewing policy and performance in relation to financial management, premises & contract management compliance with reporting and regulatory requirements and reporting, receiving reports from the Internal Assurance Officer and drafting the annual budget including setting staffing levels.
- The Staffing Committee - this meets three times to monitor, evaluate and review academy policy, practice and performance in relation to staffing, appraisal & performance management and all staffing related issues.

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

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- The Data Committee - this Committee was set up in September 2016 to gain an understanding of current trends in data and evaluate the impact of quality of teaching together with rates of student progress and standards of achievement. The Committee monitors and evaluates provision for different groups of children (e.g., children looked after, SEN, EAL, Able) and ensures all their needs have been identified. It also ensures that student target setting is robust and challenging and reviews progress towards targets as well as setting priorities for improvement and monitoring and evaluating the impact of improvement plans. This meets in line with data reporting cycles.
- The Admissions Committee - this meets regularly according to the admissions cycle to deal with in year admissions requests and all matters relating to admissions.
- Discipline Panel - this meets as required under the Behaviour Policy to monitor behaviour of Academy students as required.

The following decisions are reserved to the Board of Trustees: to consider any proposals for changes to the status or constitution of the Academy and its committee structure, to appoint or remove the Chair and/or Vice Chair, to appoint the Headteacher and Clerk to the Trustees, to approve the Annual Development Plan and budget.

The Trustees are responsible for setting general policy, adopting an annual plan and budget, approving the statutory accounts, monitoring the Academy by the use of budgets and other data, and making major decisions about the direction of the Academy, capital expenditure and staff appointments.

The Trustees and Board of Trustees have devolved responsibility for day-to-day management of the Academy to the Headteacher and Senior Leadership Team (SLT). In 2020-2021 the SLT comprised of the Headteacher, two Deputy Heads, Director of Teaching and Learning and the Finance and Facilities Manager. The SLT implement the policies laid down by the Trustees and report back to them on performance.

The Academy has a leadership structure which consists of the Trustees, The Senior Leadership Team, Extended Leadership Team and Team Leaders. The aim of the leadership structure is to devolve responsibility and encourage involvement in decision making at all levels.

The SLT controls the Academy at an executive level, implementing the policies laid down by the Trustees and reporting back to them. The Headteacher, Finance and Facilities Manager and Finance and Premises Committee are responsible for the authorisation of spending within agreed budgets; a summary of this is in the Scheme of Delegation. Some spending control is devolved to Budget Holders which must be authorised in line with the Scheme of Delegation. The Headteacher is responsible for the appointment of staff, though appointment panels for senior posts always include a Trustee.

The Headteacher is the Accounting Officer.

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

The Board of Trustees and the senior leadership team comprise the key management personnel of the Academy in charge of directing and controlling, running and operating the Trust on a day-to-day basis. All Trustees give their time freely and no Trustee received remuneration in the year.

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

Details of Trustees' expenses and related party transactions are disclosed in the notes to the accounts. The pay of key management personnel is reviewed annually. The Trustees also benchmark against pay levels in other Academies of a similar size.

The Board abides by the terms of the School Teachers Pay and Conditions Document when considering any pay decisions relating to teaching staff.

The Board of Trustees has also agreed pay and performance management policies for all staff and these are reviewed annually. A Staffing Committee consisting of three Trustees, together with an external consultant, has delegated responsibility to consider pay and performance of the Headteacher. The pay of other personnel is also set by the Staffing Committee taking account of the recommendations made by the Headteacher following performance management meetings.

**Trade union facility time**

**Relevant union officials**

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

**Percentage of time spent on facility time**

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

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

Provide the total cost of facility time	<u>0</u>
Provide the total pay bill	<u>0</u>
Provide the percentage of the total pay bill spent on facility time, calculated as: (total cost of facility time / total pay bill) x 100	<u>0</u>

**Paid trade union activities**

Time spent on paid trade union activities as a percentage of total paid facility time hours calculated as:	n/a
(total hours spent on paid trade union activities by relevant union officials during the relevant period / total paid facility time hours) x 100	n/a

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

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**Related Parties and other Connected Charities and Organisations**

The Academy has use of facilities at Dorcan Recreation Complex and there is a shared use agreement between the Academy and Greenwich Leisure Limited who operate the recreation complex. The use of the Recreation Complex was disrupted through the initial lockdown from March 2020 through to March 2021, and there were still further disruptions until the summer of 2021 due to ongoing staffing furlough and changes at the Complex.

The Academy has strong collaborative links with the local Education Strategy Partnership (ESP) of which it is a member and also with five feeder primary schools which form part of The Dorcan Academy Learning Cluster.

There have been no related parties employed by the Academy during the year.

Any appointments will be made in open competition and the related Trustee would not be involved in the decision-making process. The employee would be paid within the normal pay scales for their role and would receive no special treatment as a result of their relationship with a Trustee.

There are no related parties which either control or significantly influence the decisions and operations of The Dorcan Academy

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

The Trust engages with their employees through many means and methods, including:

- Consulting with employees on key matters, including engaging the relevant union officials
- Regular updates to all staff, via the SLT briefings and bulletins
- Visits to the Academy by Trustee representatives e.g., 'SEN' Governor, 'Well-being' Governor

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

The Trust has preferred suppliers that they engage with for a variety of business relationships including education supplies, facilities management, IT support and professional services. The Trust follows a rigorous procurement process that provides opportunity to both local and national suppliers to ensure value for money and compliance with Academies guidance and the standards the Trust sets in its own policies.

**OBJECTIVES AND ACTIVITIES**

**Objectives and Aims**

The principal objective and activity of the charitable company is the operation of The Dorcan Academy to provide free education and care for students of different abilities between the ages of 11 and 16.

The key aims of the Academy during the year ended 31 August 2021 are summarised below:

1. To increase outcomes and progress in **all** subjects for **all** students from their starting points
2. Ensure all students are well prepared for work, the world and their well-being through strategic curriculum planning and delivery of consistently high - quality lessons



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

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3. Continue to raise expectations, aspirations and promote the wellbeing of all students
4. Improve the profile and perception of the Academy within the local community and amongst stakeholders and increase student numbers
5. Recruit and retain quality staff through a commitment to reducing staff workload, promoting wellbeing and fostering collaborative CPD opportunities

The vision of The Dorcan Academy is to be *"An outstanding school of first choice at the heart of our local community"*. Our school ethos is based on five key principles: Belonging, Purpose, Aspiration, Perseverance and Achievement. From these come our Academy values: Be kind, Show Respect, Do your Best. In addition, we have identified specific 'character virtues' that we seek to actively teach and develop in our students in order that they not only achieve academic excellence, but also thrive in their lives beyond school and become model citizens. They are Honesty, Integrity, Compassion, Courage, Generosity, Gratitude, Personal Responsibility, Resilience and Self-Discipline.

The Academy's culture is aspirational, based on very high standards of work and behaviour, with everyone doing their best and enabling our focus to be on learning and progress for all our students. Learning is at the heart of the school. Our students benefit from a diverse and challenging knowledge-rich curriculum that is designed to prepare students for work, the world and their wellbeing: work – through gaining appropriate academic qualifications and employability skills; the world, through being exposed to the best of all that has been written and said and opportunities to gain wider cultural capital, including achieving the Duke of Edinburgh award; and wellbeing, through our Skills for Life, Digital skills and raising Literacy programmes. To deliver this curriculum, we recruit and seek to retain excellent practitioners who 'go the extra mile' to ensure that students make good progress and enjoy their learning.

The most recent Ofsted inspection in November 2018, which took place under the previous framework, judged the Academy to be 'Requires improvement' with Good Leadership and Management and Good Personal Development, Behaviour and Safety. The Quality of Teaching and Learning had not yet had sufficient impact on student outcomes to achieve a Good in all areas. Since then, the Academy has continued to improve and increase in all the government headline measures.

In 2019, the last set of validated examination results before the pandemic, the school progress 8 score was -0.17 which had increased from -0.29 the previous year and -0.4 three years previously. Overall results were in the broadly average range compared to other schools nationally. In English and Mathematics, results were above the National average at grades 9-4; and at grades 9-5 English results were in the top 20% of similar schools nationally, while Maths results achieved a national positive progress score. In this particular cohort there were 9 students who had very low attendance (and very significant mental health issues) which impacted adversely on our progress outcomes. With these students taken out, the Academy's progress would have been positive.

The Dorcan Academy entered (and continue to enter) a higher number than the national average to the EBacc qualification, demonstrating that students are being offered a broad and rigorous curriculum. Our research shows that similar schools which have achieved higher progress scores have done so by limiting students' entry to the EBacc. At The Dorcan Academy all students are required to choose History, Geography or/and French and all more able students are required to take a language. Our aim is for students to be able to compete favourably against their peers from other schools, (including those who have benefited from a private education), should they wish to attend university, including Russell Group universities, or progress to a degree apprenticeship.

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

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In 2020 the Academy again improved its results despite having a greater number of disadvantaged and SEND students. Due to Covid 19 we were required to calculate Centre Assessed grades and went through a rigorous process of internal moderation, checks and balances. Our students were always on course to have a record-breaking year for The Dorcan Academy, with or without the changes to the results process and made gains in all the government attainment measures, achieving an average Attainment 8 score of 46.80; our EBacc average point score also improved. There was no progress data calculation published for 2019/20 due to Covid 19 and students not sitting actual exams – however, using previous progress calculations, we would have been **above progress neutral (National average)** for the first time.

Student numbers have continued to rise as a result of our improved standards, excellent transition work, improved Ofsted rating and improved perception in the community. In 2019 the school was recognised for its excellent work with SEND students, following a DfE SEND review, and many parents are now seeking Dorcan as a first-choice school. In the same year, the school was also successful in gaining the Wellbeing award (Optimus education). Staff turnover over the past 2 years has been low, with those leaving either retiring or leaving for promotions. We have been successful in recruiting new staff, including over lockdown, with candidates stating that they were drawn to the school due to the excellent behaviour policy, the clear vision and values, and the growing good reputation and improvement of the school.

The Academy is part of an educational strategy partnership with three other local secondary schools, Commonweal, Highworth Warneford and Pewsey High school and a range of primary schools to strengthen collaboration. In addition, we are fully engaged members of The Greenshaw Academies Trust school improvement programme and Curriculum Thinkers, which enables our staff to share best practice with schools and Multi-Academy Trusts across the country.

**Objectives, Strategies and Activities**

The overarching planning for the Academy is found in the School Development Plan, containing key priorities for the year. A full copy is available from the Academy Office.

**Strategic Plan Priorities**

The strategic priorities reflect our vision and are focused around our four 'C's – Culture, Curriculum, Character and Community. These four areas complement and support one another as well as linking closely to the Ofsted framework of evaluation, as the future prosperity and success of The Dorcan Academy depends on successful and consistent Ofsted inspection judgements.

**Priority 1: Culture** (links to vision statement: An inclusive school where everyone is valued, cared for and nurtured in an extraordinary way)

- a) Ensure consistency within faculties and across the academy of: high expectations, curriculum intent and implementation, policies and communication

**Priority 2: Curriculum** (links to vision statement: Students acquire 'powerful knowledge' and skills that prepare them fully for the world, work and for their wellbeing, delivered through outstanding teaching)

- a) Ensure that all students are enabled to access the curriculum and are appropriately challenged through adaptive teaching (with a particular focus on SEND and Highly Able); enabling **all** students to make positive progress from their starting points

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

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- b) To raise reading ages in line with chronological age and GCSE reading expectations across all subjects.

**Priority 3: Character** (links to vision statement: Students stand out as model citizens, showing kindness, respect and doing their best)

- a) Develop whole school character programme so that colleagues and students are fully equipped to exemplify our Dorcan values and virtues (this includes continuing to raise attendance to National average)

**Priority 4: Community** (links to vision statement: All stakeholders use their unique gifts and talents to enable themselves and others to flourish)

- a) Foster a professional learning community where all our stakeholders actively engage in and contribute fully to academy life

Social, Moral, Spiritual and Cultural (SMSC) development is integral to the ethos of the Academy and permeates throughout the curriculum, extra-curricular programme, assemblies, tutor programme and 'Growth Mindset' days. Relationships and Sex Education is taught through our Skills for Life programme. Our Academy mantra is 'Aspire to Greatness'.

The Trustees confirm that they have complied with the duty in Section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit in exercising their powers or duties. They have referred to this guidance when reviewing the Academy's aims and objectives and in planning its future activities.

**Public Benefit**

The Academy aims to advance, for the public benefit, education in Covingham, Eldene, Liden, Park North, Nythe and surrounding areas. In particular, but without prejudice to the generality of the forgoing by establishing, maintaining, managing and developing schools, offering a broad and varied curriculum which is not limited to any specialism.

The Academy provides facilities for the community in the interests of social welfare and with the interest of improving the life of the said community.

The Trustees confirm that they have complied with the duty in Section 17(5) of the Charities Act 2011 to have due regard to the Charity Commissioner's general guidance on public benefit in exercising their powers or duties. They have referred to this guidance when reviewing the Academy's aims and objectives and in planning its future activities.



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

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**STRATEGIC REPORT**

**ACHIEVEMENTS AND PERFORMANCE**

The Academy is in its ninth year of operation. The total number of students in the year was 756 at the time of the 2020 October census, reducing to 754 by 31 August 2021. Our current numbers stand at 742 (Oct 2021).

In the Academic year 2020/21 there was no national verified progress data to accurately judge students' progress compared to other schools nationally; all schools were again required to calculate Teacher Assessed Grades. At The Dorcan Academy we considered a significant amount of data and evidence for each student, undertaking rigorous checks and balance. Over the last two years, utilizing the 2019 progress scores as an indicator, we have seen a consistent increase in student outcomes, in-line with our expected trajectory of sustained improvement; our own internal academy data for 2021 indicates a progress 8 score of +0.31. This compares to +0.15 in 2021 (unverified data) and -0.17 in 2019 (the last set of verified data).

We have also seen a sustained improvement in the Attainment 8 score (the average GCSE score across the students' top 8 GCSE's – with English and Maths doubled), which was 48.57 and the EBacc Average Point Score (the average GCSE score across English, Maths, Science, Humanities, and a Language) which was 4.18.

Our students have maintained progress in their English and Maths results, with the 2021 cohort nearly doubling the attainment of the school in 2017 for those students achieving both English and Maths at Grades 9-5. 41% of students achieved a grade 9-5 in English and Maths and 65% a 9-4.

In 2021 41% of our students achieved English and Maths at grade 5 or above, maintaining similar attainment to the previous year. In addition, 65% of students achieved English and Maths at grade 4 or above. These results reflect the continued progress of our students. In English, nearly 90% achieved grades 9-4, nearly 30% achieved grades 9-7 and 73.5% attained 9-5 in at least one of their English qualifications. In Maths, over 65% achieved grades 9-4, a sustained increase with 42.2% achieving grades 9-5 and 13% attaining grades 7-9. In Science, 73% achieved the equivalency of at least one grade 9-4 and 53% achieved at least one grade 9-5. Attainment across all subjects increased from the previous year.

There remains a gap in attainment between disadvantaged and non-disadvantaged however, the average point score of disadvantaged students increased from 39.37 in 2020 to 42.48 in 2021. This was in a year that was impacted considerably by the pandemic and where disadvantaged students were placed at an even greater disadvantage. Students experienced 64 days of remote learning which amounts to 20% of their time in Key Stage 4. Despite the best efforts of the academy to provide resources for students, some did not have sufficient access to laptops quickly enough during the lockdown periods to avoid falling further behind. Our disadvantaged students were inevitably impacted most negatively, as they benefit more from Quality First teaching and access to their teachers where they can be supported with regular, bespoke feedback.

To ensure that standards are continually assessed, the Academy operates a detailed quality assurance system. Formal assessments which have been moderated within departments are used to generate data in order to ensure accuracy in predictions of future results; these assessments are cumulative ensuring that previous knowledge and skills are re-tested throughout Key Stages 3 and 4. Detailed question level analysis following each data entry identifies gaps in learning and ensures that intervention is specific and timely in order to close the

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

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gaps. Assessment at both Key stages is rigorous in tracking students' knowledge and skills against challenging targets and identifying areas to improve.

Over the past two years and throughout the pandemic, the academy has focused on ensuring the curriculum, which was recognised as a strength by Ofsted (2018) is ambitious and challenging for all students in all subjects in terms of its intent. Our curriculum aims to prepare students for the **World** in the 21<sup>st</sup> Century, by equipping them with rich and powerful subject knowledge which will enable them to achieve well, choose their future and transform their own and others' lives. It is ambitious, broad and balanced, in order to ensure that our students can apply from a position of strength to the top Russell Group universities should they wish to do so.

Students study rigorous, traditional academic subjects in a range of domains including:

- the core subjects of English, Mathematics and Science
- the humanities of Geography, History and RE
- the languages of French and Spanish
- the expressive arts of Music, Dance, Drama, Art and Photography
- the 21<sup>st</sup> Century technologies of Food and Nutrition, Engineering, Design Technology, Engineering and iMedia.
- the health and well-being subjects of Business and Enterprise, Physical Education, Skills for Life (Personal, Health and Social Education) and Sports Studies
- the social sciences of Psychology and Sociology

Our curriculum has been designed to prepare students for **Work** and therefore students are expected to **Do their Best** and strive to become the best version of themselves that they can be, achieving the highest examination results of which they are capable. Our knowledge rich curriculum is complemented by our Skills for Life programme (PHSE, Citizenship and Sex and Relationships Education), and the employability skills of LORIC (Leadership, Organisation, Resilience, Initiative and Communication) delivered via the taught element of Digital Skills. In addition, we offer a wide range of extra-curricular activities including the prestigious Duke of Edinburgh Award and, despite the pandemic, all Year 7 students continued to attend extra-curricular activities on two nights of the week. Our curriculum has the learner as a whole individual at the centre, and as such, focuses on nurturing their emotional and physical **Wellbeing**.

Despite having rigorous Quality assurance processes in place to evaluate the impact of the curriculum, due to stringent contingency measures implemented to prevent Covid 19 it was not possible to fully quality assure the impact of the revised curriculum intent during the last academic year, and therefore, it is a continued focus going forward.

At The Dorcan Academy extra-curricular activities are a strength (Ofsted 2018); in particular, the Duke of Edinburgh (DoE) award scheme. Research undertaken showed that students who took part in the award had better attendance, attitudes to learning and made better progress than other students. The Academy is focused on increasing the cultural capital of all our students, but in particular, the disadvantaged, and it therefore ensures that for every trip/event, Pupil Premium students are proportionally represented, and the PP funding is used to ensure this. We continue to focus on ensuring that disadvantaged students take up the extra-curricular opportunities on offer. Our Music department has been particularly successful in sourcing instruments for students to learn and the academy has secured grants to support tuition as well as subsidising lessons for the disadvantaged from the Pupil Premium. The academy was awarded the Music Mark recently to recognise its commitment to Music education.

The quality of teaching and planning is monitored and measured through the whole school coaching programme which provides bespoke CPD for every teacher to work on identified

**TRUSTEES' REPORT (CONTINUED)  
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leverage points to secure greater progress in learning. Under normal circumstances, Senior leaders, Heads of Faculty and Subject leaders regularly scrutinise students' work, assessments, schemes of work and Home Learning as part of a termly monitoring cycle; these had to be somewhat modified last year. The Academy has adopted 'Teach like a Champion' strategies (Doug Lemov) to enable a common language for discussing approaches used by the best teachers to secure rapid progress. Over the past two years there has been a particular focus on developing literacy, and in particular oracy as a means of articulating thinking as well as a pre-requisite for high quality writing. This has seen the Academy adopt approaches such as 'Hands down' and 'No opt out'. Teachers are mindful of the ratio of thinking and participation within their lessons, ensuring that assessment for learning is accurate and rigorous. Students' books are expected to be well presented and teachers are held to account for challenging correct spelling, grammar and punctuation. A great deal of work has been done on giving effective feedback, whether it be verbal or written and ensuring that students respond to and act upon the feedback, however, the level and impact of feedback was reduced due to lockdown.

The Academy invests in joint planning time within the timetable to enable the sharing of best practice and the reduction of workload by joint planning with colleagues. A Better Practice briefing takes place weekly to share bitesize training on aspects of pedagogy to increase the rate of improvement in teaching and learning. This continues to lead to greater consistency in the quality of teaching and learning. The Academy is committed to the Continuing professional development of its staff and a number of staff have completed middle and senior leadership courses such as the NPQML, NPQSL and NPQH, continuing to take advantage of the free funding available. The impact of these courses has strengthened leadership to at least good across the Academy (endorsed by Ofsted 2018) and secured retention of key staff and succession planning. The CPD program has met the requirements related to Academy status and investment was made to ensure Child Protection, First Aid, Fire Training and Restraint training were complete and records up to date.

The teacher training provision provided within the Academy, which includes newly qualified teachers and Teach First trainees has been reviewed externally and deemed to provide a Good plus provision. In September 2021 the Early Career Framework was launched nationally which has provided a much more structured approach to teacher training in schools.

Throughout the year CPD took place mostly online. In addition to statutory safeguarding and health and safety training there were training sessions for curriculum based CPD and also for administrative staff, for example in exams management for the new Exams Officer. A report for the year ending 2021 is available from the Academy.

Throughout the last academic year we have been able to recruit new staff, as a result of our strong culture, ethos and values and our highly effective 'Ready to Learn' behaviour programme. High quality existing staff have been retained through prioritising staff wellbeing and workload throughout the pandemic. We have continued to provide a variety of quality CPD opportunities including collaborating and sharing best practice with other schools.

Throughout lockdown the wellbeing of students was paramount; over 100 vulnerable students were eligible to come into school to be taught whilst the rest of the school were taught remotely from home. Students were supported academically and pastorally by their form tutors and teachers as well as our highly skilled pastoral team. The curriculum was followed as far as was able, including our daily DEAR (Drop Everything And Read) time and a range of extra-curricular activities. Students' engagement in learning was tracked and those not engaging were contacted and supported to do so. Initially, work was set via booklets and work packs where students did not have access to laptops and personal computers, however, as time went on laptops were provided and we were able to provide effective remote learning. Throughout the pandemic, the Academy has become adept at providing online learning and is now equipped to deliver 'live'

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

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lessons remotely. On return to school, students were supported to get back on track and the behaviour system was adjusted temporarily to enable students to get back to their structures and routines.

Our 'Ready to Learn' behaviour policy is now well established and consistently applied. It is not possible to accurately compare data from last year with previous years due to the disruption of the pandemic however, the academy is focused on continuing to reduce exclusions and isolations and has introduced a Character programme to actively teach students how to be model citizens. Ofsted (2018) deemed Personal development, behaviour and safety to be Good and commended the academy on doing everything within its power to promote and support good attendance. In the academic year 2020-21 attendance was slightly below the National average of 2018-19 (the last set of validated data prior to the pandemic) but was improving. During the last year we saw an increase of +0.9 despite all the challenges of the pandemic, showing that our newly implemented tracking system and attendance strategies are having impact.

The Governing Body is now strong and has relevant skills to confidently hold the Academy to account and ensure impact. Safeguarding training has been delivered to all governors. Links with parents continue to be strengthened through parental forums, opportunities to find out more about the curriculum and their child's learning and early meetings involving all Year 7 parents prior to starting at Dorcan. Many of these events were held virtually due to Covid, but some have continued to remain so, proving to increase engagement and provide greater efficiency of time and resources.

The profile and perception of the Academy within the community and amongst stakeholders continues to improve significantly. We have developed an excellent transition programme which not only ensures a smooth pastoral transition for students but focuses on ensuring that there is no academic dip between primary and secondary education, particularly in the Core subjects. During the next year, this will be widened to include more subjects. Bespoke transition opportunities were created for parents and students (including those with SEND) to visit the school during lockdown in small socially distanced groups. Most recently, we held an extremely successful Open evening which was well attended with positive feedback from parents, which has resulted in an increase in first choice applications for 2022 which will result in another 6 forms of entry. The Academy is projecting increased numbers year on year for the foreseeable future. In a survey taken during 2020-21, 100% of staff reported that they were proud to be a member of staff at The Dorcan Academy and 96% said they enjoyed working at the school. 96% understood the vision and said they knew what the school was trying to achieve.

The student council takes responsibility for all charity fund raising which includes non-uniform days.

**Key Performance Indicators**

As funding is based on student numbers this is a key performance indicator. Student numbers for the year ended 31 August 2021 were 754, a decrease of only 2 over the year from the October 2020 census. Numbers have stabilised but are not showing significant increase yet due to free transport being available to other schools with more modern premises or higher academic achievement that continue to attract some pupils away from the catchment. However, in the future it is expected that numbers will increase as the Academy continues improving and additionally with the expansion in housing to the east of Swindon. The Open Evening held in October 2020 was held 'virtually', the Covid 19 pandemic having led to a change in marketing approach. Information was mostly been sent out to prospective students and parents in a 'virtual' form. The Academy has created virtual tours and information videos online. Free blazers have again been offered to Year 7 students and this has met with positive feedback. The recent Open Evening held at the end of September 2021 was an outstanding success with very good attendance and this is reflected in a



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

significantly higher amount of first and second choices received for The Dorcan Academy for September 2022.

The Ofsted inspection in November 2018 showed an improvement to Good in two categories: Leadership and Management and Student Behaviour and Welfare, with an overall positive change to a grade of 'Requires Improvement', moving the Academy up from being previously rated 'Inadequate'. A 'Good' Ofsted grade would further assist growth of pupil numbers. Swindon Borough Council pupil number predictions suggest that the Academy growth is sustainable for the future, particularly with the New Eastern Villages expansion (NEV), however, trustees are aware for the need to continue to closely monitor this and to continue with improvements and efficient marketing.

Investments in the premises also assist with marketing and parent choice. Substantial funds were directed in the previous year towards Covid measures in order to follow the pandemic control guidelines. Much investment was also made in IT hardware and software to assist with remote learning. Improvements to the premises and IT equipment portfolio continued during 2020-2021, notably with the successful negotiation of a contract with the local authority to benefit from £2.1m section 106 capital funding over three years.

Another key financial performance indicator is staffing costs as a percentage of GAG. For 2020-21 this was 88% compared to 89% in 2019-20. Staffing costs as a % of total income in 2020 were 80% (2019-20: 76%).

As funding is based on student numbers this is a key performance indicator. Student numbers for the year were recorded as 756 in the October 2020 census, a small increase in the numbers funded in the previous year (760). This number is stabilizing and should now increase as the smaller existing year groups leave (e.g. year 11 2021-22).

The main financial performance indicator is the level of reserves held at the Balance Sheet date. In particular, the management of spending against General Annual Grant (GAG) requires special attention - the amount of carry forward was not restricted in the year. £216,122 was carried forward representing 5% of GAG.

The following KPI's were recorded:

	Target	Actual	Comments
GAG carry forward %	>0	5% due to	Aim to balance budget, small carry forward recorded
Reserved funds balance	>£250,000	£420,315	Reserves held to carry expected in year deficit.
Pupil to teacher ratio	13.5-17.5	17.9	Actual class sizes in red benchmark range - higher due to budget constraints
Average class size	20-25	25	Actual class sizes in amber range due to budget/timetable constraints. Highest 20% of similar schools
Student attendance %	>95	c.93%	93% average due to pandemic
Exam success			n/a due to pandemic
Total income per pupil	>£5,500	£5857	Target reflects minimum income expected through NFF. Higher due to additional income
Teaching costs as a % of total expenditure	46-57%	55%	Benchmarked and in expected range

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

Staff costs % of total income	75-80%	80%	Staffing costs at higher end of range
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The Trust continues to monitor its financial performance by benchmarking through the DfE tools provided such as the school resource management self-assessment tool (SRMSAT) and the recent financial management insights information on the DfE portal.

**Going Concern**

After making appropriate enquiries and considering the guidance, the Board of Trustees has a reasonable expectation that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future. Whilst an in year deficit is planned in the short term, in the medium term a projected increase in pupil numbers is expected as smaller year groups leave the Academy and intake at Year 7 is increased and maintained. The Academy's level of reserves is forecast to enable it to maintain a cumulative surplus throughout the short term, and this surplus is forecast to increase again through the long term. For this reason the Trustees continue to adopt the going concern basis in preparing the financial statements.

**FINANCIAL REVIEW**

Most of the Academy's income is obtained from the DfE via the ESFA in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the DfE during the year ended 31 August 2021 and the associated expenditure are shown as Restricted Funds in the Statement of Financial Activities.

The Academy also receives grants for fixed assets from the DfE which are shown in the Statement of financial activities as restricted income in the Fixed Asset Fund. The Restricted Fixed Asset Fund balance is reduced by annual depreciation charges over the useful life of the assets concerned, as defined in the Academy's accounting policies.

During the year ended 31 August 2020, total expenditure (excluding depreciation), of £5,086,261 was covered by recurrent grant funding from the DfE, together with other incoming resources of £4,932,866. The deficit for the year (excluding restricted fixed asset funds) was £153,395, before a transfer to the restricted fixed asset fund for the cost of additions.

At 31 August 2021 the net book value of fixed assets was £9,169,868 and movements in tangible fixed assets are shown in Note 12 to the financial statements. The assets were used exclusively for providing education and the associated support services to the students of the Academy.

In 2012 the Academy took on the deficit in the Local Government Pension Scheme in respect of its non-teaching staff transferred on conversion. The deficit is incorporated within the Statement of Financial Activities with details in Note 18 to the financial statements.

Key financial policies adopted or reviewed during the year include The Dorcan Academy Financial regulations Policy 2020 which lays out the framework for financial management, including financial responsibilities of the Board, Headteacher, managers, budget holders and other staff, as well as delegated authority for spending. The Academy has a rolling program of policy review to ensure all policies are up to date.

The impact of COVID 19 has continued during 2020-2021 and has had considerable cost implications. Whilst some costs have been supported by additional government funding, this was less than originally offered at the outset of the pandemic and the costs incurred to rezone and reopen the Academy fully for September 2020 were substantial. This negatively affected the use

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

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of funds to support education of the students. There is currently no certainty that the government will support schools with any other ongoing costs due to the pandemic, which continues to affect both students and staff. This again presents a risk for the 2021-22 financial year.

The Academy has benefitted during the year from the agreement with the local authority, Swindon Borough Council, to use a substantial sum of Section 106 capital funding to improve and expand the premises. The funding is available in three tranches:

1. £657,847 to be spent by July 2021
2. £704,140 to be spent by May 2023
3. £774,799 to be spent by June 2024

The first tranche of funding has been used in this financial year to complete the upgrade to the heating installation in the main block and to refurbish the SEN area and three Science laboratories with state of the art facilities. This project was completed on budget and on time. All procurement guidelines were followed and agreed with the local authority. Further work is now underway to complete roof refurbishment and improvements to the main hall and performing arts facilities.

The Academy reserves were £7,547,865 at the end of the year. Trustees have agreed that the Reserves should be used to support the Academy with the increase in pupil numbers until lagged funding is received in 2023.

The impact of the proposed building developments in the New Eastern Villages of Swindon is being actively considered by the Trustees and the school leadership team. The children from the newly built villages will be expected to be accommodated by the Academy until a new school is built. The implication of the new school opening must be considered and measured by the Academy Trust in terms of its effect on pupil numbers and what this might mean for the future of The Dorcan Academy. Discussion is taking place with the local authority. Currently the projections show that pupil numbers will be sustained at The Dorcan Academy but further discussion is ongoing and the Trust Board are mindful of the possible threat to the future of the Academy and are continuing to look at ways to mitigate this threat.

### **Reserves Policy**

The Trustees' policy is to review the reserve levels of the Academy annually with the objective of carrying forward a prudent level of resources designed to meet the long-term cyclical needs of renewal and any unforeseen contingencies plus a contribution towards future capital projects.

The Trustees have determined that the appropriate level of free reserves should be approximately £250,000. The reason for this is to provide sufficient working capital to cover delays between spending and receipt of grants and to provide a cushion to deal with unexpected emergencies such as urgent maintenance. Total reserves of the Academy amount to £7,547,865, although £7,121,058 of this is invested in fixed asset and pension liability. The remaining £426,807 (representing unrestricted and restricted GAG funds available to spend) is the balance that the Trustees monitor in accordance with the Board's reserves policy. The level of reserves is monitored and reviewed by the Trustees at all committee and Board meetings in line with the Academy 3-year plan.

In setting the budget for the next three years the Trust has considered that it will be appropriate to use Reserves as a contingency where necessary for the forecast increase in pupil numbers and until the subsequent lagged funding is received in 2023.

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

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The defined benefit pension scheme reserve has a negative balance. The effect of the deficit position of the pension scheme is that the Academy Trust is paying higher employers' pension contributions over a period of years. The higher employers' pension contributions will be met from the Academy Trust's budgeted annual income. Whilst the deficit will not be immediately eliminated, there should be no actual cash flow deficit on the fund, nor any direct impact on the free reserves of the Academy Trust.

**Investment Policy**

All funds surplus to immediate requirements are invested to optimal effect where possible, which is currently Lloyds Bank Plc main school account.

Trustees are committed to ensuring that all funds under their control are managed in such a way as to maximise return whilst minimising risk. Investment opportunities are reviewed by the Finance and Premises Committee on a regular basis in line with the Investment Policy.

**PRINCIPAL RISKS AND UNCERTAINTIES**

The principal risks and uncertainties facing the Academy are as follows:

Financial - the Academy has considerable reliance on continued Government funding through the ESFA. In this year 99% of the Academy's incoming resources was ultimately Government funded and whilst this level is expected to continue there is no assurance that Government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms.

Governance and/or management - the risk in this area arises from potential failure to effectively manage the Academy's finances, internal controls, compliance with regulations and legislation, statutory returns, etc. The Trustees continue to review and ensure that appropriate measures are in place to mitigate these risks.

Reputational - the continuing success of the Academy is dependent on continuing to attract applicants in sufficient numbers by maintaining the highest educational standards. To mitigate this risk Trustees ensure that student success and achievement are closely monitored and reviewed.

Safeguarding and child protection - the Trustees continue to ensure that the highest standards are maintained in the areas of selection and monitoring of staff, the operation of child protection policies and procedures, health & safety and discipline.

Staffing - the success of the Academy is reliant on the quality of its staff and so the Trustees monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning.

Fraud and mismanagement of funds - The Academy has appointed an external company to provide internal assurance and carry out checks on financial systems and records as required by the Academy Handbook. All finance staff must keep up to date with financial practice requirements and develop their skills in this area.

Covid 19 – The importance of the health and safety of all our stakeholders is paramount and the Academy has worked hard to make the environment in which we operate safe and covid secure. The impact of the virus worldwide and at a local level has been significant but we have



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

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maintained a good financial position throughout the pandemic and continue to monitor the costs and take action where needed.

The Academy has continued to strengthen its risk management process throughout the year by reviewing awareness. The Academy continues to review and regularly update a Risk Management Strategy through a Risk Register. This has been discussed by Trustees and include the financial risks to the Academy. The Audit Committee regularly reviews the 'top ten risks' and the risks due to the effect of the pandemic have been noted as high, including the possibility that the additional operational costs may not be covered by explicit government funding. The full risk register is regularly reviewed in light of any new information and formally reviewed annually.

The Trustees have assessed the major risks to which the Academy is exposed, in particular those relating to its finances, teaching, facilities and other operational areas. The Trustees have implemented a number of systems to assess and minimise those risks, including internal controls described elsewhere. Where significant financial risk still remains, they have ensured they have adequate insurance cover.

The Academy is not over-subscribed and the Trustees are aware of risks to revenue funding from a falling roll or other changes in funding levels, changes to the Government's overall education budget, changes in funding arrangements for Special and Additional Educational Needs and increasing employment and premises costs. This continues to be regularly monitored and appropriate actions taken when necessary.

Management reports are reviewed monthly and the Trustees examine the financial health formally every term through the Finance and premises Committee. They review performance against budgets and overall expenditure by means of regular update reports at all Board and Finance Committee meetings. Cash flow forecasts are regularly reviewed to ensure that sufficient funds are held to cover all known and anticipated commitments. Recovery of any deficit must be planned into the three-year budget profile.

At the year end, the Academy had no significant liabilities arising from trade creditors that would have a significant effect on liquidity.

The Board of Trustees recognises that the defined benefit pension scheme deficit (Local Government Pension Scheme), which is set out in Note 18 to the financial statements, represents a significant potential liability. However, as the Trustees consider that the Academy is able to meet its known annual contribution commitments for the foreseeable future, this risk from this liability is minimised.

## **FUNDRAISING**

Charity work and fund-raising is normally agreed annually, monitored by the school leadership team and arranged through the Student Council but this was affected by the lockdown period meaning that no funds were able to be raised for charity in the year.

Additional funds would also normally be raised through lettings. During the lockdown period this was badly affected and revenue was considerably reduced as a result, however, this did not have a material effect on the Academy finances overall.

When considering a request to raise funds or work with a charity, the Academy SLT fully considers protection of the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches, and undue pressure to donate, particularly as the Academy is situated in an area where there is a demographic of low income and high need.

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

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**STREAMLINED ENERGY AND CARBON REPORTING**

As the trust has not consumed more than 40,000 kWh of energy in this reporting period, it qualifies as a low energy user under these regulations and is not required to report on its emissions, energy consumption or energy efficiency activities.

**PLANS FOR FUTURE PERIODS**

The Academy will continue to strive to provide outstanding education and improve the levels of performance of its students at all levels. The Academy will continue to aim to attract high quality teachers and support staff in order to deliver its objectives. Recruitment took place via MS teams during lockdown, however, this remained effective.

The Academy has remained as a Single Academy Trust (SAT) for the financial year 2019-20 but has become a member of a local collaborative group of schools known as the Education Strategy Partnership (ESP). There may be increased pressure to join a multi-academy trust in the future. In spite of currently remaining as a SAT the Academy continues to maintain a strong financial position and will continue to work with other schools to improve the educational opportunities for students in the wider community.

In the short term 3-5 years we plan to maintain the Academy in its current format as a small 11-16 secondary school, and PAN is being reduced accordingly to maintain small class sizes due to the needs of our students and to improve outcomes. The planned build of a new secondary school nearby must be factored into the Trust's longer term plans.

It has been recognised by the Trustees that the impact of the virus-related control measures affected the Trust's operations again during 2020-2021. A detailed risk assessment and standard operating procedures remains in place with contingency plans in order to minimize this effect on the Trust's operations.

The Academy has benefitted during the year from the agreement with the local authority, Swindon Borough Council, to use a substantial sum of Section 106 capital funding to improve and expand the premises. The funding is available in three tranches:

1. £657,847 to be spent by July 2021
2. £704,140 to be spent by May 2023
3. £774,799 to be spent by June 2024

The first tranche of funding has been used in this financial year to complete the upgrade to the heating installation in the main block and to refurbish the SEN area and three Science laboratories with state of the art facilities. Further work is now underway to complete roof refurbishment and improvements to the main hall and performing arts facilities.

The Academy reserves were £7,547,865 at the end of the year. Trustees have agreed that the Reserves should be used to support the Academy with the increase in pupil numbers until lagged funding is received in 2023.

Full details of our plans for the future are given in our School Development Plan, which is available from the Academy Office.

**FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS**

The Academy and its Trustees do not act as the Custodian Trustees of any other charity.

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

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**AUDITOR**

In so far 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 auditors, Bishop Fleming LLP, are willing to continue in office and a resolution to appoint them will be proposed at the annual general meeting.

Trustees' report, incorporating a strategic report, approved by order of the Board of Trustees, as the company directors, on 17/12/21 and signed on the board's behalf by:

**R Linnegar  
Chair of Trustees**



**THE DORCAN ACADEMY  
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**GOVERNANCE STATEMENT  
FOR THE YEAR ENDED 31 AUGUST 2021**

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**SCOPE OF RESPONSIBILITY**

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

The Board of Trustees has delegated the day-to-day responsibility to the headteacher 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 The Dorcan Academy and the Secretary of State for Education. They are also responsible for reporting to the Board of Trustees any material weaknesses or breakdowns in internal control.

**GOVERNANCE**

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The Board of Trustees has formally met 6 times during the year. Attendance during the year at meetings of the Board of Trustees was as follows:

<b>Trustee</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
Mrs S Bareham	6	6
Mrs J Brookes	0	1
Mrs S Burley	1	1
Mr P Corkish	5	6
Miss N Derewicz (Watson)	6	6
Ms C Gee	6	6
Mrs S Harvey	6	6
Mrs A Martin	5	6
Mr R Linnegar	1	1
Mr J McCarthy	3	6
Mr P O'Nion	4	4
Mrs P Porter	6	6
Mr B Summerhill	3	4
Ms A Thomas	4	4
Mr J Walker	6	6

The Finance and Premises Committee is a sub-committee of the main Board of Trustees. Its purpose is to monitor, evaluate and review policy and performance in relation to financial management and premises and contract management, ensure compliance with reporting and regulatory requirements, receive the reports on internal assurance and draft the annual budget including setting staffing levels.

Attendance at meetings in the year was as follows:

<b>Trustee</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
Mrs S Bareham (Ex Officio)	4	4
Ms C Gee	2	2
Mr J McCarthy	3	4
Mrs P Porter	4	4
Ms A Thomas	1	3
Mr J Walker	4	4

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**GOVERNANCE STATEMENT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2021**

The Audit Committee is a sub-committee of the main Board of Trustees. The membership is now the same as the Finance and Premises Committee, although the Responsible Officer was also a member of the Audit Committee until September 2020 when there was a change to the process of internal audit. The main purpose of the Audit Committee is to monitor and evaluate audit processes and review risks. Audit Committee meetings precede Finance and Premises Committee meetings. Attendance at meetings in the year was as follows:

<b>Trustee</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
Mrs S Bareham (Ex Officio)	3	3
Ms J Brooks	0	1
Ms C Gee	2	2
Mr J McCarthy	3	3
Mrs P Porter	3	3
Ms A Thomas	1	3
Mr J Walker	3	3

**REVIEW OF VALUE FOR MONEY**

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

- Robust governance and financial management.
- Effective procurement ensuring value for money and following guidelines.
- Reviewing controls and managing risk.
- Effective and efficient use of resources including staff.
- Benchmarking performance with similar Academies using data provided by the Government.
- Reviewing quality of curriculum provision and quality of teaching and learning to achieve expected progress.

**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 ongoing process designed to identify and prioritise the risks 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 The Dorcan Academy for the period from 1 September 2020 to 31 August 2021 and up to the date of approval of the annual report and financial statements.

**CAPACITY TO HANDLE RISK**

The Board of Trustees has reviewed the key risks to which the Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the Academy Trust's significant risks that have been in place for the period from 1 September 2020 to 31 August

**THE DORCAN ACADEMY  
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**GOVERNANCE STATEMENT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2021**

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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 line with the Academies Handbook. In particular it includes:

- Detailed 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 Premises Committee of reports which indicate performance results against the forecasts and details of plans for capital works and other expenditure.
- Targets to measure financial and other performance.
- Clearly defined procurement guidelines.
- A clear, documented system and procedure for delegation of authority and segregation of duties.
- Identification, records, management, control and review of risks.

The Board of Trustees has considered the need for a specific internal audit function and has appointed James Cowper (Kreston) as internal auditor.

The internal auditor's role includes giving advice on financial matters and performing a range of checks on the Academy Trust's financial systems. In particular the checks carried out in the current period included:

**Financial**

- Income, Bank and petty cash
- Budgets and financial monitoring
- Compliance
- Expenditure including Credit card review
- Fixed assets
- Payroll
- 

**Governance and regularity**

- Governance structure and changes
- Meetings and reporting
- Significant Controls
- Related Parties
- Register of Interests
- Gifts, Hospitality and other benefits or payments

**Information technology**

- Data Protection and security
- Back up and restore systems and control
- Licences
- Policy

**Strategic and operational review**

- Disaster recovery plans
- Review of Lessons learned from Covid lockdown
- Risk strategy
- Loans, leases and other contracts

**THE DORCAN ACADEMY  
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**GOVERNANCE STATEMENT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2021**

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On a twice annually basis the auditor reports to the Board of Trustees, through the Audit Committee/Finance Committee on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities.

No material control issues were identified during the financial year 2020-2021 as a result of the internal audit work.

**REVIEW OF EFFECTIVENESS**

As Accounting Officer, the Headteacher 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 senior managers within the Academy Trust who have responsibility for the development and maintenance of the internal control framework
- Reports from the Chair of Finance who regularly meets with the Chief Finance Officer
- The work of the internal auditor
- The work of the external auditor
- The financial management and governance self-assessment process

The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the Audit Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place where required.

Approved by order of the Trustees of the Board of Trustees on 17/12/21 and signed on its behalf by:



**R Linnegar  
Chair of Trustees**



**S Bareham  
Accounting Officer**



**THE DORCAN ACADEMY  
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**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**

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As Accounting Officer of The Dorcan Academy I have considered my responsibility to notify the Academy Board of Trustees and the Education & 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 the Academy and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2020.

I confirm that I and the Academy Board of Trustees are able to identify any material irregular or improper use of all funds by the Academy, or material non-compliance with the terms and conditions of funding under the academy'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.



**S Bareham**

Accounting Officer

Date: 17/12/2021



**THE DORCAN ACADEMY  
(A COMPANY LIMITED BY GUARANTEE)**

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

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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 and signed on its behalf by:

**R Linnegar**

Date:

17/12/21

**S Bareham**



**THE DORCAN ACADEMY  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF THE  
DORCAN ACADEMY**

---

**OPINION**

We have audited the financial statements of The Dorcan Academy (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 FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2015 and the Academies Accounts Direction 2016 to 2017 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 DORCAN ACADEMY  
(A COMPANY LIMITED BY GUARANTEE)**

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

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**OTHER INFORMATION**

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

We have nothing to report in this regard.

**OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006**

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

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

**MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

In the light of our knowledge and understanding of the academy 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.

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

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**AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**

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

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

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- the nature of the Academy sector, control environment and the academy's performance;
- results of our enquiries of management and the Trustee board, including the committees charged with governance over the academy's finance and control, about their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the academy's documentation of their policies and procedures relating to: identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance; detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; the internal controls established to mitigate risks of fraud or noncompliance with laws and regulations;
- how the academy ensured it met its obligations arising from it being financed by the ESFA and other funders, and as such material compliance with these obligations is required to ensure the academy will continue to receive its public funding and be authorised to operate, including around ensuring there is no material unauthorised use of funds and expenditure;
- how the academy ensured it met its obligations to its principal regulator, the Secretary of State for Education; and
- the matters discussed among the audit engagement team and involving relevant internal Academy specialists regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud, which included incorrect recognition of revenue, management override of controls using manual journal entries, procurement and payroll. We identified the greatest potential for fraud as incorrect recognition of revenue and management override using manual journal entries.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. We also obtained an understanding of the legal and regulatory frameworks that the academy operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the Academies Accounts Direction, Academies Financial Handbook, UK Companies Act and tax legislation.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the academy's ability to operate or to avoid a material penalty. These included safeguarding regulations, data protection regulations, occupational health and safety regulations, education and inspections legislation, building legislation and employment legislation.

**THE DORCAN ACADEMY  
(A COMPANY LIMITED BY GUARANTEE)**

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

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Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- reviewing the financial statement disclosures and testing to supporting documentation to assess the recognition of revenue;
- enquiring of Trustees and management and those charged with governance concerning actual and potential litigation and claims;
- performing procedures to confirm material compliance with the requirements of its regulators;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing internal control reports; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; and assessing whether the judgements made in making accounting estimates are indicative of a potential bias.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from an error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

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

#### **USE OF OUR REPORT**

This report is made solely to the academy's trustees, 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 trustees 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 trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

THE DORCAN ACADEMY  
(A COMPANY LIMITED BY GUARANTEE)

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

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**Simon Morrison FCA (Senior Statutory Auditor)**

for and on behalf of

**Bishop Fleming Bath Limited**

Chartered Accountants

Statutory Auditors

Minerva House

Lower Bristol Road

Bath

BA2 9ER

Date: 20/12/2021



**THE DORCAN ACADEMY  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE DORCAN ACADEMY AND THE EDUCATION & SKILLS FUNDING AGENCY**

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In accordance with the terms of our engagement letter dated 01 November 2018 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 Dorcan Academy 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 Dorcan Academy and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to The Dorcan Academy 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 Dorcan Academy and ESFA, for our work, for this report, or for the conclusion we have formed.

**RESPECTIVE RESPONSIBILITIES OF THE DORCAN ACADEMY'S ACCOUNTING OFFICER AND THE REPORTING ACCOUNTANT**

The accounting officer is responsible, under the requirements of The Dorcan Academy's funding agreement with the Secretary of State for Education dated 27 October 2011 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.

Our work on regularity included a review of the internal controls policies and procedures that have been implemented and an assessment of their design and effectiveness to understand how the Academy complied with the framework of authorities. We also reviewed the reports commissioned by the Trustees to assess the internal controls throughout the year.

We performed detailed testing based on our assessment of the risk of material irregularity, impropriety and non-compliance. This work was integrated with our audit on the financial statements where appropriate and included analytical review and detailed substantive testing of transactions.

**THE DORCAN ACADEMY  
(A COMPANY LIMITED BY GUARANTEE)**

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

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**CONCLUSION**

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



Simon Morrison FCA (Reporting Accountant)

**Bishop Fleming Bath Limited**

Chartered Accountants

Statutory Auditors

Minerva House

Lower Bristol Road

Bath

BA2 9ER

Date: 20/12/2021



THE DORCAN ACADEMY  
(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 £
<b>Income from:</b>						
Donations and capital grants	3	3,460	53,666	624,842	681,968	44,501
Investments	5	-	-	-	-	275
Charitable activities		29,196	4,846,544	-	4,875,740	4,646,968
<b>Total income</b>		<b>32,656</b>	<b>4,900,210</b>	<b>624,842</b>	<b>5,557,708</b>	<b>4,691,744</b>
<b>Expenditure on:</b>						
Charitable activities		17,018	5,069,243	242,753	5,329,014	5,095,670
<b>Total expenditure</b>		<b>17,018</b>	<b>5,069,243</b>	<b>242,753</b>	<b>5,329,014</b>	<b>5,095,670</b>
<b>Net income/ (expenditure)</b>		<b>15,638</b>	<b>(169,033)</b>	<b>382,089</b>	<b>228,694</b>	<b>(403,926)</b>
Transfers between funds	16	-	(90,113)	90,113	-	-
<b>Net movement in funds before other recognised gains/ (losses)</b>		<b>15,638</b>	<b>(259,146)</b>	<b>472,202</b>	<b>228,694</b>	<b>(403,926)</b>
<b>Other recognised gains/ (losses):</b>						
Actuarial (losses)/gains on defined benefit pension schemes	18	(551,000)	-	-	(551,000)	290,000
<b>Net movement in funds</b>		<b>(535,362)</b>	<b>(259,146)</b>	<b>472,202</b>	<b>(322,306)</b>	<b>(113,926)</b>
<b>Reconciliation of funds:</b>						
Total funds brought forward		195,047	(964,732)	8,639,856	7,870,171	7,984,097
Net movement in funds		(535,362)	(259,146)	472,202	(322,306)	(113,926)
<b>Total funds carried forward</b>		<b>(340,315)</b>	<b>(1,223,878)</b>	<b>9,112,058</b>	<b>7,547,865</b>	<b>7,870,171</b>

The notes on pages 38 to 59 form part of these financial statements.


**THE DORCAN ACADEMY  
(A COMPANY LIMITED BY GUARANTEE)  
REGISTERED NUMBER:07831414**

**BALANCE SHEET  
AS AT 31 AUGUST 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	12	9,169,868	8,639,856
		<u>9,169,868</u>	<u>8,639,856</u>
<b>Current assets</b>			
Debtors	13	168,134	93,754
Cash at bank and in hand		579,979	658,713
		<u>748,113</u>	<u>752,467</u>
Creditors: amounts falling due within one year	14	(315,027)	(260,556)
<b>Net current assets</b>		<u>433,086</u>	<u>491,911</u>
<b>Total assets less current liabilities</b>		<u>9,602,954</u>	<u>9,131,767</u>
Creditors: amounts falling due after more than one year	15	(64,089)	(71,596)
<b>Net assets excluding pension liability</b>		<u>9,538,865</u>	<u>9,060,171</u>
Defined benefit pension scheme liability	18	(1,991,000)	(1,190,000)
<b>Total net assets</b>		<u><u>7,547,865</u></u>	<u><u>7,870,171</u></u>
<b>Funds of the academy</b>			
<b>Restricted funds:</b>			
Fixed asset funds	16	9,112,058	8,639,856
Restricted income funds	16	216,122	225,268
		<u>9,328,180</u>	<u>8,865,124</u>
Restricted funds excluding pension asset	16	9,328,180	8,865,124
Pension reserve	16	(1,991,000)	(1,190,000)
<b>Total restricted funds</b>	16	<u>7,337,180</u>	<u>7,675,124</u>
<b>Unrestricted income funds</b>	16	<u>210,685</u>	<u>195,047</u>
<b>Total funds</b>		<u><u>7,547,865</u></u>	<u><u>7,870,171</u></u>

The financial statements on pages 35 to 59 were approved and authorised for issue by the Trustees and are signed on their behalf, by:

R Linnegar  
Chair of Trustees  
Date:



17/12/21

**THE DORCAN ACADEMY  
(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 AUGUST 2021**

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	Note	2021 £	2020 £
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities		<b>59,493</b>	34,428
<b>Cash flows from investing activities</b>		<b>(147,923)</b>	(70,823)
<b>Cash flows from financing activities</b>		<b>9,696</b>	9,696
<b>Change in cash and cash equivalents in the year</b>		<b>(78,734)</b>	(26,699)
Cash and cash equivalents at the beginning of the year		<b>658,713</b>	685,412
<b>Cash and cash equivalents at the end of the year</b>		<b>579,979</b>	658,713

The notes on pages 38 to 59 form part of these financial statements

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

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**1. ACCOUNTING POLICIES**

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

**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.

• **Grants**

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

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

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

• **Donations**

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

• **Other income**

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

**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 INTEREST RECEIVABLE**

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

**1.6 TAXATION**

The academy is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

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

**1.7 TANGIBLE FIXED ASSETS**

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

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

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

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1. ACCOUNTING POLICIES (continued)

1.7 TANGIBLE FIXED ASSETS (CONTINUED)

Depreciation is provided on the following bases:

Freehold property	- Straight line over 50 years
Furniture and fixtures	- Straight line over 5 years
Plant and machinery	- Straight line over 30 years
Computer equipment	- Straight line over 3 years
Motor vehicles	- Straight line over 5 years
Office equipment	- Straight line over 7 years

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use and reclassified to freehold or leasehold land and buildings.

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

1.8 DEBTORS

Trade and other debtors with no stated interest rate and due within one year are recorded at the amount of the cash or other consideration expected to be received. Prepayments are valued at the amount paid.

1.9 CASH AT BANK AND IN HAND

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account and cash on deposit that has a notice period of less than 30 days.

1.10 LIABILITIES

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

1.11 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 13. 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 notes 14 and 15. 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. ACCOUNTING POLICIES (continued)**

**1.12 OPERATING LEASES**

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

**1.13 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.

**1.14 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 JUDGEMENT**

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

Critical accounting estimates and assumptions:

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 18, 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.

Critical areas of judgement:

The Academy obtains use of fixed assets as a lessee. The classification of such leases as operating or finance lease requires the Academy to determine, based on an evaluation of the terms and conditions of the arrangements, whether it retains or acquires the significant risks and rewards of ownership of these assets and accordingly whether the lease requires an asset and liability to be recognised in the Balance Sheet.

**3. INCOME FROM DONATIONS AND CAPITAL GRANTS**

	<b>Unrestricted funds 2021 £</b>	<b>Restricted funds 2021 £</b>	<b>Restricted fixed asset funds 2021 £</b>	<b>Total funds 2021 £</b>	<b>Total funds 2020 £</b>
Donations	3,460	-	-	<b>3,460</b>	1,135
Capital Grants	-	53,666	624,842	<b>678,508</b>	43,366
	<u>3,460</u>	<u>53,666</u>	<u>624,842</u>	<u><b>681,968</b></u>	<u>44,501</u>
TOTAL 2020	<u>1,135</u>	<u>43,366</u>	<u>-</u>	<u>44,501</u>	

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**4. FUNDING FOR THE ACADEMY'S EDUCATION**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
<b>DFE/ESFA GRANTS</b>				
Capital Grants	-	16,729	<b>16,729</b>	16,555
<b>OTHER DFE/ESFA GRANTS</b>				
General Annual Grant	-	4,211,177	<b>4,211,177</b>	4,016,565
Pupil Premium	-	298,288	<b>298,288</b>	224,832
High Needs	-	16,964	<b>16,964</b>	6,770
Internal catering income	-	226,272	<b>226,272</b>	233,013
Educational visits, literature festival and other income	29,196	1,724	<b>30,920</b>	149,233
	<u>29,196</u>	<u>-</u>	<u><b>4,800,350</b></u>	<u>4,646,968</u>
<b>COVID-19 ADDITIONAL FUNDING (DFE/ESFA)</b>				
Catch-up Premium	-	75,390	<b>75,390</b>	-
	<u>-</u>	<u>75,390</u>	<u><b>75,390</b></u>	<u>-</u>
	<u>29,196</u>	<u>4,846,544</u>	<u><b>4,875,740</b></u>	<u>4,646,968</u>
TOTAL 2020	<u><u>149,233</u></u>	<u><u>4,497,735</u></u>	<u><u>4,646,968</u></u>	

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.

**5. INVESTMENT INCOME**

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Bank Interest	-	-	275
	<u>-</u>	<u>-</u>	<u>275</u>
TOTAL 2020	<u><u>275</u></u>	<u><u>275</u></u>	

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**6. EXPENDITURE**

	<b>Staff Costs 2021 £</b>	<b>Premises 2021 £</b>	<b>Other 2021 £</b>	<b>Total 2021 £</b>	<b>Total 2020 £</b>
EDUCATION:					
Direct costs	-	-	4,134,924	<b>4,134,924</b>	3,823,240
Support costs	-	-	1,197,090	<b>1,197,090</b>	1,261,430
<b>TOTAL 2021</b>	<u>-</u>	<u>-</u>	<u>5,332,014</u>	<u><b>5,332,014</b></u>	<u>5,084,670</u>
TOTAL 2020	<u>3,556,568</u>	<u>667,563</u>	<u>860,539</u>	<u>5,084,670</u>	

**7. ANALYSIS OF EXPENDITURE BY ACTIVITIES**

	<b>Activities undertaken directly 2021 £</b>	<b>Support costs 2021 £</b>	<b>Total funds 2021 £</b>	<b>Total funds 2020 £</b>
Education	<u>4,134,924</u>	<u>1,197,090</u>	<u><b>5,332,014</b></u>	<u>5,084,670</u>
TOTAL 2020	<u>3,823,240</u>	<u>1,261,430</u>	<u>5,084,670</u>	

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**7. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)**

**ANALYSIS OF DIRECT COSTS**

	<b>Total funds 2021 £</b>	<b>Total funds 2020 £</b>
Pension finance costs	<b>13,000</b>	8,000
Staff costs	<b>3,492,988</b>	2,983,684
Depreciation	<b>242,753</b>	211,357
Educational supplies	<b>165,336</b>	205,246
Examination fees	<b>73,971</b>	95,458
Staff development	<b>1,693</b>	25,661
Other costs	<b>114,596</b>	221,020
Supply teachers	<b>27,234</b>	71,787
Technology costs	<b>3,353</b>	1,027
	<b><u>4,134,924</u></b>	<b><u>3,823,240</u></b>

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**7. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)**

**ANALYSIS OF SUPPORT COSTS**

	<b>Total funds 2021 £</b>	<b>Total funds 2020 £</b>
Pension finance costs	<b>12,000</b>	6,000
Staff costs	<b>648,366</b>	572,884
Supply staff	<b>13,794</b>	6,637
Recruitment and support	<b>24,106</b>	29,289
Maintenance of premises and equipment	<b>29,995</b>	153,485
Cleaning	<b>110,385</b>	104,680
Rent and rates	<b>27,762</b>	29,870
Energy costs	<b>97,117</b>	99,043
Insurance	<b>17,899</b>	16,424
Security and transport	<b>2,672</b>	2,905
Catering	<b>71,146</b>	75,678
Technology costs	<b>5,178</b>	25,644
Office overheads	<b>104,259</b>	66,088
Legal and professional	<b>22,534</b>	64,337
Loan interest on equal pay loan	<b>9,877</b>	8,466
	<b><u>1,197,090</u></b>	<u>1,261,430</u>

**8. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) for the year includes:

	<b>2021 £</b>	<b>2020 £</b>
Depreciation of tangible fixed assets	<b>242,753</b>	211,357
Fees paid to auditors for:		
- audit	<b>9,750</b>	8,000
	<b><u>9,750</u></b>	<u>8,000</u>



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**9. STAFF**

**a. STAFF COSTS**

Staff costs during the year were as follows:

	<b>2021</b>	2020
	<b>£</b>	£
Wages and salaries	<b>2,975,247</b>	2,562,045
Social security costs	<b>285,804</b>	228,282
Pension costs	<b>880,303</b>	766,241
	<b>4,141,354</b>	3,556,568

**b. STAFF NUMBERS**

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

	<b>2021</b>	2020
	<b>No.</b>	No.
Teachers	<b>42</b>	43
Administration and Support	<b>15</b>	15
Educational Support	<b>36</b>	29
Management	<b>5</b>	5
	<b>98</b>	92

The average headcount expressed as full-time equivalents was:

	<b>2021</b>	2020
	<b>No.</b>	No.
Teachers	<b>41</b>	40
Administration and Support	<b>12</b>	13
Educational Support	<b>24</b>	21
Management	<b>5</b>	5
	<b>82</b>	79

**c. HIGHER PAID STAFF**

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

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**9. STAFF (CONTINUED)**

**c. HIGHER PAID STAF (CONTINUED)**

	<b>2021</b>	2020
	<b>No.</b>	No.
In the band £60,001 - £70,000	<b>4</b>	4
In the band £90,001 - £100,000	<b>1</b>	1
	<b>=====</b>	<b>=====</b>

**d. KEY MANAGEMENT PERSONNEL**

The key management personnel of the academy comprise the Trustees (who do not receive remuneration for their role as Trustees) and the Senior Management Team as listed on page 1.

As staff Trustees are not remunerated in respect of their role as a Trustee, where staff Trustees do not form part of the Key Management Personnel other than in their role as Trustee, their remuneration as set out in note 11 has not been included in the total benefits received by Key Management Personnel above.

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**10. TRUSTEES' REMUNERATION AND EXPENSES**

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

The Headteacher and other staff Trustees only receive remuneration in respect of services they provide undertaking the roles of Headteacher and staff under their contracts of employment, and not in respect of their services as Trustees. Other Trustees did not receive any payments (other than expenses) from the Academy in respect of their role as Trustees. The value of Trustees' remuneration and other benefits was as follows: S Bareham: Remuneration £90,500 - £100,000 (2020: £90,000 - £95,000), Employer's pension contributions £20,000 - £25,000 (2020: £20,000 - £25,000), P Corkish: Remuneration £45,000 - £50,000 (2020: £45,000 - £50,000), Employer's pension contributions £10,000 - £15,000 (2020: £10,000 - £15,000), N Derewicz: Remuneration £50,000 - £55,000 (2020: £45,000 - £50,000), Employer's pension contributions £10,000 - £15,000 (2020: £5,000 - £10,000)

During the year, no Trustees received any benefits in kind (2020: £NIL).

During the year ended 31 August 2021, expenses totalling £NIL (2020: £Nil) were reimbursed or paid directly to 0 trustees (2020: 0 Trustee).

**11. TRUSTEES' AND OFFICERS' INSURANCE**

The Academy has opted into the Department of 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.

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**12. TANGIBLE FIXED ASSETS**

	Freehold property £	Furniture and equipment £	Plant and machinery £	Computer equipment £	Total £
<b>COST OR VALUATION</b>					
At 1 September 2020	9,099,747	310,914	731,913	287,940	10,430,514
Additions	209,247	14,525	443,849	105,144	772,765
At 31 August 2021	<u>9,308,994</u>	<u>325,439</u>	<u>1,175,762</u>	<u>393,084</u>	<u>11,203,279</u>
<b>DEPRECIATION</b>					
At 1 September 2020	1,287,229	199,702	48,794	254,933	1,790,658
Charge for the year	148,269	28,532	27,436	38,516	242,753
At 31 August 2021	<u>1,435,498</u>	<u>228,234</u>	<u>76,230</u>	<u>293,449</u>	<u>2,033,411</u>
<b>NET BOOK VALUE</b>					
At 31 August 2021	<u><u>7,873,496</u></u>	<u><u>97,205</u></u>	<u><u>1,099,532</u></u>	<u><u>99,635</u></u>	<u><u>9,169,868</u></u>
At 31 August 2020	<u><u>7,812,518</u></u>	<u><u>111,212</u></u>	<u><u>683,119</u></u>	<u><u>33,007</u></u>	<u><u>8,639,856</u></u>

Included in land and buildings is freehold land at a valuation of £1,744,189 which is not depreciated.

**13. DEBTORS**

	2021 £	2020 £
<b>DUE WITHIN ONE YEAR</b>		
Trade debtors	1,705	2,084
VAT Recoverable	51,617	5,720
Prepayments and accrued income	114,812	85,950
	<u><u>168,134</u></u>	<u><u>93,754</u></u>

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**14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2021 £	2020 £
Other loans	24,995	7,792
Trade creditors	-	5,663
Other taxation and social security	26,626	22,926
Other creditors	125,991	143,998
Accruals and deferred income	137,415	80,177
	<u>315,027</u>	<u>260,556</u>
	2021 £	2020 £
Deferred income at 1 September 2020	20,418	20,418
Resources deferred during the year	77,003	27,777
Amounts released from previous periods	(20,418)	(20,418)
<b>Deferred income at 31 August 2019</b>	<u>77,003</u>	<u>27,777</u>

**15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	2021 £	2020 £
Other loans	64,089	71,596
	<u>64,089</u>	<u>71,596</u>
Included within the above are amounts falling due as follows:		
	2021 £	2020 £
<b>BETWEEN ONE AND TWO YEARS</b>		
Other loans	8,332	8,332
	<u>8,332</u>	<u>8,332</u>
<b>BETWEEN TWO AND FIVE YEARS</b>		
Other loans	27,723	29,086
	<u>27,723</u>	<u>29,086</u>
<b>OVER FIVE YEARS</b>		
Other loans	28,034	34,178
	<u>28,034</u>	<u>34,178</u>

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**16. STATEMENT OF FUNDS**

	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2021 £
<b>UNRESTRICTED FUNDS</b>						
General Funds	195,047	32,656	(17,018)	-	-	210,685
<b>RESTRICTED GENERAL FUNDS</b>						
General Annual Grant (GAG)	225,268	4,211,177	(4,130,210)	(90,113)	-	216,122
Rates Relief	-	43,811	(43,811)	-	-	-
High Needs	-	53,666	(53,666)	-	-	-
Other LA income	-	6,770	(6,770)	-	-	-
Pupil Premium	-	226,272	(226,272)	-	-	-
Devolved Formula Capital	-	16,729	(16,729)	-	-	-
Other Restricted Income	-	266,395	(266,395)	-	-	-
Covid Catch-up	-	75,390	(75,390)	-	-	-
Pension reserve	(1,190,000)	-	(250,000)	-	(551,000)	(1,991,000)
	<b>(964,732)</b>	<b>4,900,210</b>	<b>(5,069,243)</b>	<b>(90,113)</b>	<b>(551,000)</b>	<b>(1,774,878)</b>
<b>RESTRICTED FIXED ASSET FUNDS</b>						
Fixed assets transferred on conversion	7,780,978	-	(147,112)	-	-	7,633,866
Fixed assets purchased from GAG	107,127	-	(39,848)	-	-	67,279
DfE/ESFA Capital grants	751,751	624,842	(55,793)	90,113	-	1,410,913
	<b>8,639,856</b>	<b>624,842</b>	<b>(242,753)</b>	<b>90,113</b>	<b>-</b>	<b>9,112,058</b>



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**16. STATEMENT OF FUNDS (CONTINUED)**

	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2021 £
<b>TOTAL RESTRICTED FUNDS</b>	<b>7,675,124</b>	<b>5,525,052</b>	<b>(5,311,996)</b>	<b>-</b>	<b>(551,000)</b>	<b>7,337,180</b>
<b>TOTAL FUNDS</b>	<b>7,870,171</b>	<b>5,557,708</b>	<b>(5,329,014)</b>	<b>-</b>	<b>(551,000)</b>	<b>7,547,865</b>

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

**RESTRICTED FUNDS**

General Annual Grant (GAG) is funding from the ESFA which is to be used for the normal running costs of the Academy, including education and support costs. During the year £90,113 (2020: £71,098) was transferred to the restricted fixed asset fund to represent fixed assets purchased from GAG.

Rates Relief is funding received from the ESFA to cover the cost of business rates incurred by the Academy.

High Needs funding is received by the Local Authority to fund further support for students with additional needs.

Pupil Premium funding represents amounts received from the ESFA and LA to cater for disadvantaged pupils.

Staff funding represents funding received to cover staff costs, such as maternity and supply cover.

Educational visits is funding received from parents to pay for educational trips for children.

Other restricted income represents contributions to the Academy for specified purposes.

Pension reserve represents the Academy's share of the assets and liabilities in the Local Government Pension Scheme. As with most pension schemes this is currently in deficit due to an excess of scheme liabilities over scheme assets which was inherited on conversion to an Academy. The Academy is following the recommendations of the actuary to reduce the deficit by making additional contributions over a number of years.

**FIXED ASSET FUNDS**

Fixed assets transferred on conversion represent the building and equipment donated to the school from Swindon Council on conversion to an academy.

Fixed assets purchased from GAG represents amounts spent on fixed assets from the GAG funding received from the EFA.

DfE/ESFA Capital grants includes Devolved Formula Capital funding and amounts awarded by the Condition Improvement Fund.

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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**16. STATEMENT OF FUNDS (CONTINUED)**

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

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2020 £
<b>UNRESTRICTED FUNDS</b>						
General Funds	173,571	150,643	(129,167)	-	-	195,047
<b>RESTRICTED GENERAL FUNDS</b>						
General Annual Grant (GAG)	312,966	4,016,565	(4,033,165)	(71,098)	-	225,268
Rates Relief	-	8,789	(8,789)	-	-	-
High Needs	-	43,366	(43,366)	-	-	-
Other LA income	-	6,770	(6,770)	-	-	-
Pupil Premium	-	233,013	(233,013)	-	-	-
Other Restricted Income	-	232,598	(216,043)	(16,555)	-	-
Pension reserve	(1,266,000)	-	(214,000)	-	290,000	(1,190,000)
	(953,034)	4,541,101	(4,755,146)	(87,653)	290,000	(964,732)
Fixed assets transferred on conversion	7,928,090	-	(147,112)	-	-	7,780,978
Fixed assets purchased from GAG	75,877	-	(39,848)	71,098	-	107,127
DfE/ESFA Capital grants	759,593	-	(24,397)	16,555	-	751,751
	8,763,560	-	(211,357)	87,653	-	8,639,856
<b>TOTAL RESTRICTED FUNDS</b>	7,810,526	4,541,101	(4,966,503)	-	290,000	7,675,124
<b>TOTAL FUNDS</b>	7,984,097	4,691,744	(5,095,670)	-	290,000	7,870,171

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**NOTES TO THE FINANCIAL STATEMENTS  
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**17. 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	57,810	-	9,112,058	<b>9,169,868</b>
Current assets	229,878	518,235	-	<b>748,113</b>
Creditors due within one year	(77,003)	(238,024)	-	<b>(315,027)</b>
Creditors due in more than one year	-	(64,089)	-	<b>(64,089)</b>
Provisions for liabilities and charges	-	(1,991,000)	-	<b>(1,991,000)</b>
<b>TOTAL</b>	<b>210,685</b>	<b>(1,774,878)</b>	<b>9,112,058</b>	<b>7,547,865</b>

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR YEAR**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Restricted fixed asset funds 2020 £	Total funds 2020 £
Tangible fixed assets	-	-	8,639,856	8,639,856
Current assets	206,116	546,351	-	752,467
Creditors due within one year	(20,765)	(239,791)	-	(260,556)
Creditors due in more than one year	9,696	(81,292)	-	(71,596)
Provisions for liabilities and charges	-	(1,190,000)	-	(1,190,000)
<b>TOTAL</b>	<b>195,047</b>	<b>(964,732)</b>	<b>8,639,856</b>	<b>7,870,171</b>

**18. 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 Wiltshire Council. Both are multi-employer defined benefit schemes.

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

Contributions amounting to £74,817 were payable to the schemes at 31 August 2021 (2020 - £64,004) and are included within creditors.

**18. PENSION COMMITMENTS (CONTINUED)**

**TEACHERS' PENSION SCHEME**

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

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

**VALUATION OF THE TEACHERS' PENSION SCHEME**

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

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

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

The employer's pension costs paid to TPS in the year amounted to £452,851 (2020 - £392,835).

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.

**NOTES TO THE FINANCIAL STATEMENTS  
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**18. PENSION COMMITMENTS (CONTINUED)**

**LOCAL GOVERNMENT PENSION SCHEME**

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2021 was £251,000 (2020 - £236,000), of which employer's contributions totalled £199,000 (2020 - £187,000) and employees' contributions totalled £ 52,000 (2020 - £49,000). The agreed contribution rates for future years are 25.1 per cent for employers and 5.5% - 12.5% per cent for employees.

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

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

**PRINCIPAL ACTUARIAL ASSUMPTIONS**

	<b>2021</b>	2020
	%	%
Rate of Increase in Salaries	<b>3.3</b>	2.6
Rate of increase for pensions in payment/ inflation	<b>2.9</b>	2.2
Discount rate for scheme liabilities	<b>1.65</b>	1.7

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

	<b>2021</b>	2020
	Years	Years
Retiring today		
Males	<b>21.9</b>	21.7
Females	<b>24.4</b>	24.0
Retiring in 20 years		
Males	<b>22.9</b>	22.5
Females	<b>26.2</b>	25.5

**SHARE OF SCHEME ASSETS**

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**18. PENSION COMMITMENTS (CONTINUED)**

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

	2021 £	2020 £
Equities	2,961,000	2,628,000
Bonds	1,777,000	1,501,000
Property	592,000	563,000
Cash	54,000	-
<b>TOTAL MARKET VALUE OF ASSETS</b>	<b>5,384,000</b>	<b>4,692,000</b>

The actual return on scheme assets was £113,000 (2020 - £99,000).

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

	2021 £	2020 £
Current Service Cost	(425,000)	(376,000)
Interest Income	80,000	82,000
Interest Cost	(102,000)	(107,000)
<b>TOTAL AMOUNT RECOGNISED IN THE STATEMENT OF FINANCIAL ACTIVITIES</b>	<b>(447,000)</b>	<b>(401,000)</b>

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

	2021 £	2020 £
<b>Opening defined benefit obligation</b>	<b>5,882,000</b>	5,811,000
Interest Cost	102,000	107,000
Employee Contributions	57,000	49,000
Actuarial losses/(gains)	1,087,000	(276,000)
Benefits paid	(178,000)	(185,000)
Current Service Cost	425,000	376,000
<b>AT 31 AUGUST</b>	<b>7,375,000</b>	5,882,000



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**18. PENSION COMMITMENTS (CONTINUED)**

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

	2021 £	2020 £
<b>Opening fair value of scheme assets</b>	<b>4,692,000</b>	4,545,000
Interest income	<b>80,000</b>	82,000
Actuarial losses	<b>536,000</b>	14,000
Employer contributions	<b>197,000</b>	187,000
Employee contributions	<b>57,000</b>	49,000
Benefits Paid	<b>(178,000)</b>	(185,000)
<b>AT 31 AUGUST</b>	<b>5,384,000</b>	4,692,000

**19. 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 £
Within 1 year	<b>34,565</b>	53,752
Later than 1 year and not later than 5 years	<b>28,942</b>	74,291
	<b>63,507</b>	128,043

**20. 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.