

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY

(A company limited by guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2020

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

CONTENTS

	Page
Reference and administrative details	1 - 2
Directors' report	3 - 32
Governance statement	33 - 37
Statement on regularity, propriety and compliance	38
Statement of Directors' responsibilities	39
Independent auditor's report on the financial statements	40 - 42
Independent reporting accountant's report on regularity	43 - 44
Statement of financial activities incorporating income and expenditure account	45
Balance sheet	46
Statement of cash flows	47
Notes to the financial statements	48 - 75

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS

Members	Barberi and Newman Academy Trust
Directors	J Griffin, Chair ¹ J Rowe, Vice Chair ¹ D Finucane D Kehoe ¹ S Horan ¹ P Parry ¹ C Piggott (resigned 30 April 2020) G Taylor-Smith ¹ C Beech (appointed 20 September 2020)
	¹ Resources Committee
Company registered number	09174154
Company name	Saint Nicholas Owen Catholic Multi Academy Company
Principal and registered office	Hagley Catholic Multi Academy Company Brake Lane Hagley Worcestershire DY8 2XL
Company secretary	A Hodder
Chief executive officer	S Horan
Senior management team	S Horan, Catholic Senior Executive Leader A Hodder, Chief Finance and Operations Officer
	Principals J Hodgson - Hagley Catholic High School C van Vliet - Our Lady of Fatima Catholic Primary School D Simmons - Our Lady of Fatima Catholic Primary School (Interim Principal September 2019 – January 2020, Interim Head of School January 2020 to date) E Brocklesby - St Ambrose Catholic Primary School A Carry - St Joseph's Catholic Primary School (Interim Executive Head at St Joseph's & Our Lady of Fatima from January 2020 to date) J McCole - St Joseph's Catholic Primary School (Interim Head of School January 2020 to date) O O'Beirne - St Mary's Catholic Primary School (Interim Executive Head at St Mary's & Our Lady and St Hubert's Catholic Primary School June 2020 to date) I Borriello - St Mary's Catholic Primary School (Interim Head of School June 2020 to date) K Savage - St Wulstan's Catholic Primary School

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Independent auditor Cooper Parry Group Limited

One Central Boulevard
Blythe Valley Business Park
Solihull
West Midlands
B90 8BG

Bankers Lloyds Bank plc
PO Box 1000
BX1 1LT

Solicitors Winckworth Sherwood
Minerva House
5 Montague Close
London
SE1 9BB

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT
FOR THE YEAR ENDED 31 AUGUST 2020

The Directors present their annual report together with the financial statements and auditor's report of the charitable company for the year 1 September 2019 to 31 August 2020. The annual report serves the purposes of both a Directors' report and a directors' report under company law.

Saint Nicholas Owen Catholic Multi Academy Company (MAC) operates five primary academies (St Ambrose, Kidderminster; St Joseph's, Stourbridge; St Mary's, Brierley Hill; St Wulstan's, Stourport on Severn and Our Lady of Fatima, Harborne) and one secondary academy (Hagley Catholic High School) across the West Midlands area to the south west of Birmingham. In accordance with the Funding Agreement of 2014, each primary academy has the theoretical capacity to accommodate two hundred and ten pupils and the secondary academy can accommodate (including post 16) one thousand and thirty three pupils. The total potential combined capacity (as per the funding agreement of 2014) of Saint Nicholas Owen Catholic Multi Academy Company is therefore two thousand and eighty three (2,083). The combined actual pupil population on roll as recorded in the 'School Census' in January 2020 stood at 2,120. This increase is the result of Hagley Catholic High School admitting approximately twenty additional pupils each year at Year 7 intake for the last five years to accommodate increased demand for baptised Catholic places. The school is oversubscribed and this increase is partially off-set by a reduction in post sixteen numbers over that time.

The catchment area of the organisation is large and not defined by geographic or distance boundaries. Pupils are drawn from a wide geographic area that encompasses the central and south districts of West Midlands from central Birmingham in the north to Stourport on Severn in the south (north Worcestershire).

Pupils are admitted in accordance with the admission arrangements published on each respective member academy website. The admission authority is the Board of Directors of Saint Nicholas Owen Catholic MAC who has responsibility for admissions. The Board delegates the responsibility for the admissions process to the Academy Committee of each respective academy. To apply for a place in the normal admissions round, an application must be made using the academy's admission application process in accordance with the published timeline. Places are allocated using the criteria set out on the web site which, in general terms, is based on the proximity to the school and then a set of other ranking rules in the event of oversubscription.

Structure, governance and management

a. Constitution

Saint Nicholas Owen Catholic Multi Academy Company 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 company.

The Trustees are also the Directors of the charitable company for the purposes of company law. The charitable company operates as Saint Nicholas Owen Catholic Multi Academy Company.

Saint Nicholas Owen Catholic Multi Academy Company is one of many Catholic Multi Academy companies that operate within the Diocese of the Catholic Church. These multi academy companies are subsidiary companies to the Barberi and Newman Academy Trust (Company Number 8183803) whose members are drawn from Birmingham Diocesan Trustees. Saint Nicholas Owen Catholic Multi Academy Company consequently has a single member which is the Barberi and Newman Academy Trust. Power to appoint the majority of the Trustees (Directors) of Saint Nicholas Owen Catholic Multi Academy Company is, however, held by the Diocesan Bishop under articles 46a and 50. The trustee responsibilities and objectives are set out within the Articles of Association and further clarified by the master Funding Agreement and Scheme of Delegation. A copy of these documents can be found on the company website <http://www.stnicholasowen-mac.org.uk>

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

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Structure, governance and management (continued)

b. Members' liability

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

c. Trustees' indemnities

The Multi Academy Company has opted into the Department of Education's Risk Protection Arrangement ('RPA'), an alternative to insurance where UK government funds cover losses that arise. The scheme protects Members, Trustees and the Local Academy Committee members from claims arising from negligent acts, errors or omissions occurring whilst on Multi Academy Company business. The scheme provides cover up to £10,000,000.

d. Method of recruitment and appointment or election of Directors

Full details are set out within the Articles of Association which detail the type, number and process of appointing Trustees/Directors. The minimum total number of Trustees/Directors is three but there is no maximum specified (Article 45).

All Trustees/Directors must, upon appointment, or election, sign a written undertaking to the Founder Member, the Diocese of Birmingham Trustees (Birmingham Roman Catholic Diocesan Trustees who are registered as a body corporate under Part 12 of the Charities Act 2011 – Registered charity number 234216) and the Catholic Diocesan Bishop (Article 45A). The form of that undertaking is set out as Annexure 2 of the Articles.

Subject to Articles 46 to 49 and the funding agreement, the Company shall have the following Trustees/Directors:

- such number of Foundation Trustees/Directors so as to constitute a majority of the Directors by at least two from time to time and shall be appointed under Article 50. No such Foundation Trustee/Director shall be or become an employee of the Company;
- A maximum of two Staff Trustees/Directors appointed under Article 50B;
- Two Parent Directors appointed under Articles 53-56B who are elected by parents of registered pupils at the Multi Academy Company;
- A maximum of two of the Principals of the Academies may be appointed as a Trustee/Director under Articles 51A and 52;
- The Chief Executive appointed in accordance with Article 57A shall be a Trustee/Director i.e. Treated for all purposes as being ex-officio;
- The Company may also have up to three co-opted Directors appointed under Article 58.

The first Trustees/Directors shall be those persons named in the statement delivered pursuant to sections 9 and 12 of the Companies Act 2006.

Future Trustees/Directors shall be appointed or elected, as the case may be, under the Articles of Association.

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

With the exception of the Catholic Senior Executive Leader, from September 2019, the Board made the decision not to reappoint staff and parent Trustees/Directors in preparation for moving to new Articles in due course.

When appointing new Trustees/Directors, the Board of Trustees/Directors will give consideration to the skills and experience mix of existing Trustees/Directors in order to ensure the Board of Trustees/Directors has the

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Structure, governance and management (continued)

necessary skills to contribute fully to the Multi Academy Company's ongoing development and the Board skill set and requirements are reviewed at least annually.

e. Policies adopted for the induction and training of Directors

New Trustees/Directors and Academy Committee Representatives are written to formally on appointment and supplied with relevant details on Governance in addition to a copy of the Scheme of Delegation and information from the Archdiocese of Birmingham. They are given access to a dedicated web portal which contains presentations from past training events, information, material and links to key documents and policies.

Training is available from both internal and external providers and some key training is now provided through e-learning and online courses. Trustees/Directors and Academy Committee Representatives are encouraged to attend training events but some training is deemed compulsory and attendance/participation is therefore a requirement e.g. Safeguarding. Opportunities for key governance members to meet others and senior teams are made available as well as contributing to strategic leadership through targeted group meetings of Academy Committee Chairs and school Principals.

The training and induction provided for new Directors/Trustees and Academy Committee Representatives will depend upon their existing experience. All new Directors/Trustees also have the opportunity to undertake training provided by the Archdiocese of Birmingham and National Governor Association training. All Director/Trustees receive regular National Governor Association updates.

For new Trustee/Director appointments each year, induction tends to be done informally and is tailored specifically to the individual. Advantage is taken of specific courses offered by various external organisations as appropriate.

A bespoke governance development program is operated throughout the year which allows Directors/Trustees to meet informally as a team for training, so as to keep the Trustees/Directors updated on relevant developments impacting on their roles and responsibilities, and to contribute to the strategic leadership and direction of the Multi Academy Company.

f. Organisational structure

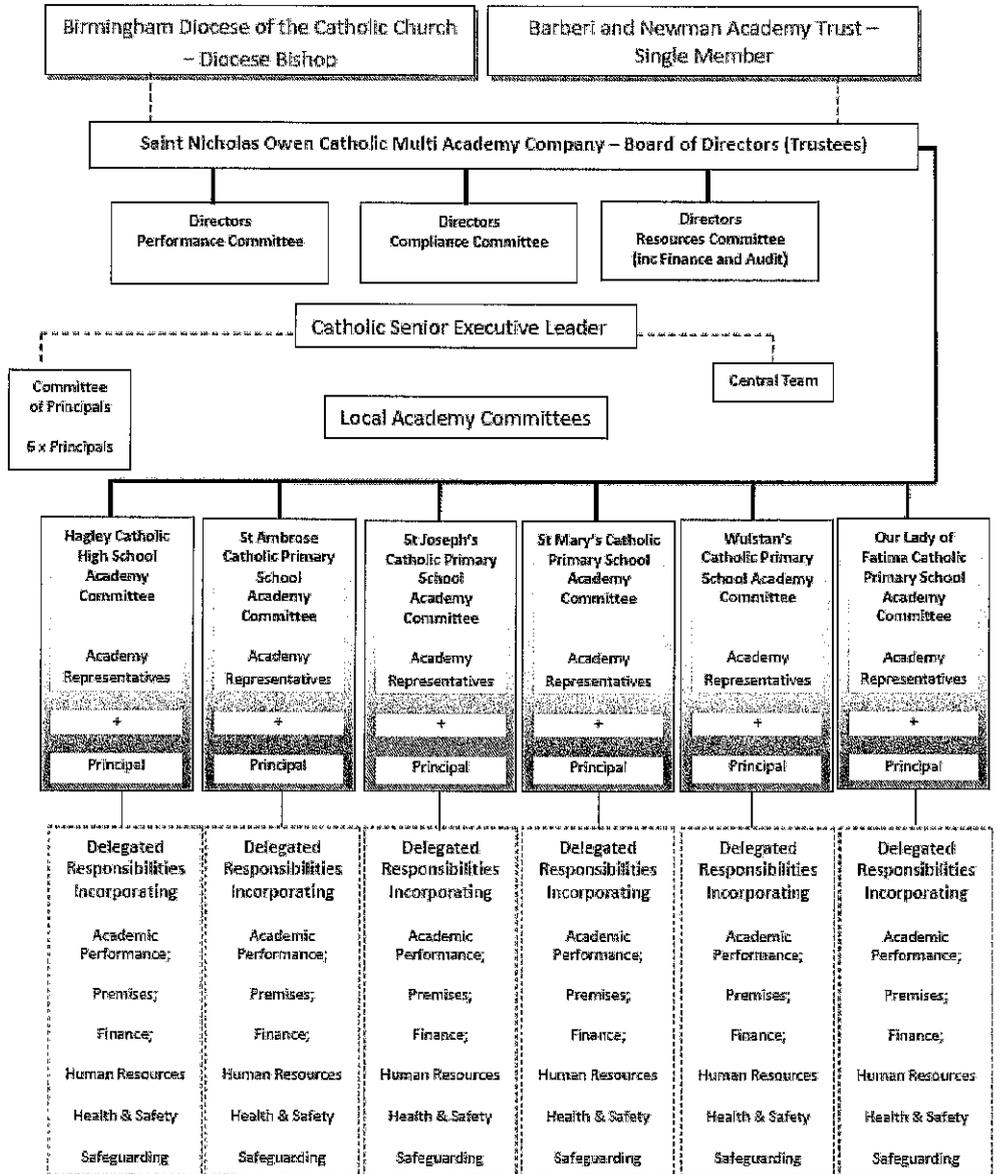
At 31 August 2020, the Multi Academy Company comprised the following individual academies:

- Hagley Catholic High School
- Our Lady of Fatima Catholic Primary School
- St Ambrose Catholic Primary School
- St Joseph's Catholic Primary School
- St Mary's Catholic Primary School
- St Wulstan's Catholic Primary School

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Structure, governance and management (continued)



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

The Board of Trustees/Directors normally meet six times per year, once per half term, as a Full Board. The Board of Trustees/Directors establishes an overall framework for the governance of the Multi Academy Company and determines membership, terms of reference and procedures of Committees of the Board of Trustees and other groups. It receives reports including policies from its Committees for ratification. It monitors the activities of the Committees through the minutes of their meetings and through direct reporting from the elected Chair of each Committee. The Board of Trustees may from time to time establish working groups to perform specific tasks over a limited timescale.

There are three Committees of the Board of Trustees/Directors as follows which during the academic year 2019/20 each met six times per year:

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Structure, governance and management (continued)

- Compliance Committee
- Performance Committee
- Resources and Audit Committee

Each Committee has its own terms of reference detailing the responsibilities discharged to it. The table below summarises the purpose and core function of the Directors' Subcommittees

Core function of the Directors' Subcommittees

Performance	Compliance	Resources and Audit
Key Responsibilities:		
<ul style="list-style-type: none"> • Educational performance • Educational standards • Professional performance • Leadership development and succession 	<ul style="list-style-type: none"> • Legal, regulatory, statutory and contractual compliance • Effectiveness of governance • Buildings and grounds • Health, Safety and Wellbeing • Risk recognition and management 	<ul style="list-style-type: none"> • Financial Planning • Financial Performance • Financial Management • Risk Management • Personnel/HR. • Internal Control • Value for Money • Audit • Contracts • Asset Management
Core Functions To:		
<ul style="list-style-type: none"> • consider the Catholic character of the St Nicholas Owen Catholic Multi Academy Company schools and make recommendations to sustain, nourish and develop it further • consider the schools' performance (attainment /pupil progress/ safeguarding/ Ofsted grading) and to assess their implications for the Company. • contribute to the formulation of each Academy's Development / Improvement Plan with due consideration of financial priorities and stated aims and objectives of the Company • make recommendations to the Board and to the individual Academy Committees on issues relating to the educational character and mission of member academies • receive and consider reports from the appointed School Improvement Partners and to oversee the implementation of their recommendations and to review, in conjunction with the relevant Academy Committee and Principal, their impact • have strategic oversight of standards and performance across all Saint Nicholas Owen Catholic Multi-Academy Schools including the following aspects:- <ul style="list-style-type: none"> ➢ Achievement and Progress for all groups of learners ➢ Disadvantaged, Gifted & Talented and Disabled & Special Educational Needs Learners ➢ Whole School Reviews (External and Internal) ➢ Progress and Achievement data at all levels: external and, as appropriate, internal ➢ Ofsted and Diocesan inspections and reports ➢ School Development / Improvement Plans ➢ School Profiles and Self Evaluations ➢ Staff, Parent and Learner Questionnaires ➢ Target Setting for End of Key Stage ➢ Statutory Testing / Public Examinations ➢ Curriculum and Assessment policies and practice ➢ Reporting to parents • ensure the induction of all new staff is professionally and rigorously carried out • ensure that the professional needs of all staff are being properly addressed • oversee the annual performance management processes for the principals • ensure all relevant communications are maintained by the MAC with the communities it serves 	<ul style="list-style-type: none"> • ensure compliance with safer recruitment procedures • ensure appropriate consultation with recognised trade unions and other recognised representatives • ensure health and safety compliance with current regulation and company policy • ensure compliance with statutory and regulatory maintenance of buildings and equipment • ensure relevant and effective communication with the communities served • ensure a unified approach is applied to communications with the media • review Company policies and advise schools and Academy Committees as required • monitor the effective and consistent implementation of Company policies and procedures • monitor the effectiveness of schools and Academy Committees in promoting effective safeguarding and child protection policies and procedures • review and monitor the Company risk register reporting any major issues to the BoD • monitor and advise Academy Committees on risk management • monitor the Company's compliance with regulations together with adherence to both Charity and Company law Safeguarding • review the Company strategy and action plan and make recommendations to the BoD as appropriate 	<ul style="list-style-type: none"> • consider indicative grant funding to assess its implications for the Company • perform the initial review of the annual budget and make recommendation to the BoD • contribute, to the formulation of each Academy's Development Plan • receive and make recommendations on budget headings to be adopted each year, including the level and use of reserve funds • monitor and review expenditure to ensure compliance with financial plans and the regulations • raise with and receive reports from the other Committees and to make recommendations • monitor and review financial policies & procedures • review the Draft Statutory Annual Financial Statement and Reports and recommend for acceptance • receive Internal Audit / Responsible Officer reports and to recommend corrective actions to the BoD • make recommendation to the BoD in respect of capital expenditure • approve the awarding of any contracts or purchase orders over limits defined within the financial regulations • ensure that the Company receives value for money from all goods and services procured or contracted • monitor the integrity of the financial statements of the Company • consider and advise the BoD on the Company's annual and long-term audit programme • to make recommendations regarding the appointment, reappointment and removal of the external auditor • discuss with the external auditor the nature and scope of each audit and the findings of the audit once completed • consider all relevant reports by the Accounting Officer • monitor the implementation of action to address adverse control findings • review the effectiveness of the Company's internal control system • review the operation of the Company's codes of practice • contribute to the continuing development of workforce and human resource strategies that support the company's strategic objectives • ensure that the company is fraud aware and maintains extreme vigilance against fraud • monitor fraud and attempted fraud, and to ensure appropriate zero tolerance action is taken in response

Overall control and decision making of the following are reserved to the full Board of Trustees/Directors:

- the activities and performance of the company;
- consideration of any proposals for changes to the status or constitution of the Multi Academy Company and its committee structure;
- the appointment or removal of Directors (including the Chair and / or Vice Chair) and Academy Committee Representatives;

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Structure, governance and management (continued)

- the appointment of key senior management positions such as Catholic Senior Executive Leader (CEO), Chief Finance and Operations Officer, Academy Principals/Vice Principals and other protected posts such as Head of RE (secondary) and Lay Chaplain;
- the Performance Management of the CSEL/CEO and Principals;
- significant external contracts;
- the approval of annual financial statements, statutory accounts, statutory returns and budgets;
- the approval of key corporate policies;
- ratification of policies and procedures implemented within the company.

The Trustees/Directors have devolved the day-to-day management of the Multi Academy Company to the Executive Team which is led by the Catholic Senior Executive Leader/Chief Executive Officer who is supported by the Chief Finance and Operations Officer. The Catholic Senior Executive Leader/Chief Executive Officer line manages the Central Team staff and Principals in each of the six academies. The Senior Leadership Team (SLT) of individual academies, led by the Principal, generally comprise Vice Principal, Assistant Principal(s) and each Academy Business/Office Manager

The Catholic Senior Executive Leader/Chief Executive Officer is the Multi Academy Company's Accounting Officer and has overall responsibility for the day to day financial management of the Multi Academy Company. The Catholic Senior Executive Leader/Chief Executive Officer ensures that the policies laid down by the Multi Academy Company are implemented and reports back to the Board on performance.

The Board of Trustees/Directors delegates a number of functions to the Local Academy Committees for each of the Multi Academy Company's academies as laid out in the Schemes of Delegation. This includes reviewing annual academy plans and budgets, ensuring statutory requirements are met, monitoring progress against targets and OFSTED standards and overseeing parent and community liaison. There are also regular opportunities for the Chair of each Local Academy Committee to meet with the Chair of the Board, Vice Chair and Catholic Senior Executive leader/Chief Executive Officer to ensure effective communication at all levels.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Structure, governance and management (continued)

g.Arrangements for setting pay and remuneration of key management personnel

The Trustees/Directors consider the Board of Trustees/Directors and the senior management team to comprise the key management personnel of the Multi Academy Company in charge of directing and controlling, running and operating the Multi Academy Company on a day to day basis.

All Trustees/Directors give of their time freely and no Trustee/Directors received any remuneration in the current or prior year, other than those Trustees/Directors who are also employees of the Multi Academy Company. Details of Trustees'/Directors' remuneration and expenses are disclosed in note 13 of the financial statements respectively.

The pay of the senior management team is reviewed annually by the Board of Trustees/Directors Performance Committee in line with the Multi Academy Company's pay and remuneration and appraisal policies and by reference to published pay scales for both teaching and administrative support staff and by reference to available information on similar roles in other similar Multi Academy Trusts.

Engagement with Employees (including Disabled Persons)

Effective communication with employees is essential for both the efficient operation of the company and harmonious industrial relations. All staff are regularly briefed by senior leaders through face to face meetings, employee email and regular bulletins. All updated or new policies relating to staff are accessible to all employees via 'Every' the company policy management system. Staff receive alerts to indicate that a new policy requires reading and acknowledging. All new and updated employee related policies are the subject of consultation with staff and professional associations.

Staff are encouraged to contribute to improved MAC performance through the process of annual appraisal, during which personal targets are set and aligned to organisational aspirations and objectives.

Employees are made aware of any challenges facing the organisation or the specific academy at which they work. This is delivered through staff meetings led by the executive or senior leadership team and includes regular updates including agenda items relating to educational, financial performance and outlook.

In accordance with the company's equal opportunities policy, the company has long-established fair employment practices in the recruitment, selection, retention and training of all persons, including those with disabilities.

The company is an equal opportunities employer and is committed to equal opportunities for all regardless of gender, race, colour, religious belief, sexual orientation or disability. Positive discrimination is applied to certain posts, where the law specifically allows for such, in order for us to uphold and preserve the Catholic nature of our organisation. Full and unbiased consideration of eligible applicants (internal/external) is exercised in recruitment and selection processes, which are designed to give due regard to each individual's aptitude and abilities. The company is also committed to supporting any employee that becomes disabled during employment and every effort is made to ensure that their employment within the Multi Academy Company continues and that appropriate training and adaptations are arranged. It is the Multi Academy Company's policy that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

Engagement with Suppliers, Customers and Others in a Business Relationship with the Trust

The Board of Trustees/Directors of Saint Nicholas Owen Catholic Multi Academy Company consider, both individually and together, that they have acted in the way they consider in good faith, would be most likely to benefit the success of the Multi Academy Company (having regard to the stakeholders and matters set out in s172 (1) (a-f) of the Act), in the decisions taken during the year ended 31 August 2020. This is reflected in the St Nicholas Owen Strategic Plan 2016 – 2021, a copy of which is available on the MAC website.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Structure, governance and management (continued)

The Strategic Plan has been designed to secure and preserve high quality Catholic education for the community it serves in the West Midlands region.

We will continue to operate our Multi Academy Company within tight budgetary controls and in line with the guidance in the Academies Financial Handbook to ensure that our young people and community benefit from high quality education driven by the principles of best value.

Our employees are fundamental to the delivery of our Strategic Plan. We aim to be a responsible employer in our approach to employee terms and conditions. High standards of health and safety and wellbeing is one of our primary considerations in the way we operate within our Multi Academy Company.

Our Strategic Plan is delivered by ongoing communication with stakeholders, enabling us to gain an insight and understanding of their priorities and views, communicating and listening through MAC wide and/or individual academy communications which are then shared to form a company-wide view.

We also aim to act responsibly and fairly in how we engage with our suppliers and cooperate with our regulators, all of whom are integral to the successful delivery of our Strategic Plan.

Our Strategic Plan also takes into account how we impact on our wider parishes and community and our wider societal responsibilities in developing young people who ready to enter the next stage of their career progression route. Our aim for the future is to incorporate how our plan and actions will further support environmental improvements.

The Board of Trustees/Directors intend to behave responsibly and ensure that management operate the company in a responsible manner, operating in accordance with the Nolan Principles and any other requirements set out by the Diocese, DfE, ESFA and Academies Financial Handbook and in doing so will contribute to the effective delivery of our Strategic Plan.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Structure, governance and management (continued)

h. Trade union facility time

Relevant union officials

Number of employees who were relevant union officials during the year	5
Full-time equivalent employee number	6

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	£000
Total cost of facility time	-
Total pay bill	7,615
Percentage of total pay bill spent on facility time	- %

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours	1 %
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i. Related parties and other connected charities and organisations

Hagley Catholic High School has continued its relationship with the Four Stones MAT (Haybridge High School and Sixth Form and King Charles 1 School) in order to provide broad and balanced Sixth Form provision for our students.

See also our connection with the Barberi and Newman Academy Trust (company number 8183803) and the Birmingham Roman Catholic Diocesan Trustees (Registered charity number 234216) set out in Constitution, Organisational Structure and method of Recruitment and Appointment or Election of Trustees/Directors sections above.

St Nicholas Owen is connected to the Newman University (05493384) owing to Deirdre Mary Finucane being a member of the Council of the University and a Director of the Multi Academy Company.

Kemp House is a charitable organisation that is connected as Janet Rowe is a Trustee of the charity and Director of the Multi Academy Company.

From 1 April 2020, there has been a relationship between St Nicholas Owen Catholic MAC and St Catherine of Siena Catholic MAC as, in the lead up to the two companies joining to become one larger company in 2021, Suzanne Horan, St Nicholas Owen CSEL also took on the role of Catholic Senior Executive Leader for St Catherine of Siena Catholic MAC. In addition, Amanda Hodder, Chief Finance and Operations Officer for St Nicholas Owen assumed the Chief Finance Officer role for St Catherine of Siena Catholic MAC.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Objectives and activities

a. Objects and aims

Saint Nicholas Owen Catholic Multi Academy Company is restricted in its principal objective and in its aims through a number of funding agreements with the ESFA and agreements including leases with the Catholic Church. Funding is granted to the company by the ESFA in order to advance for the public benefit, education in the United Kingdom. This will include establishing, maintaining, carrying on, managing and developing academies that offer a broad and balanced curriculum. These academies will be conducted as Catholic academies in accordance with the Code of Canon Law of the Latin Church and the doctrinal, social and moral teachings of the Catholic Church as advised from time to time by the directives and policies issued by the Diocesan Bishop in order to ensure that formation, governance and education within St Nicholas Owen Catholic Multi Academy Company academies is based on the principles of Catholic doctrine, and at all times serving as witness to the Catholic faith in our Lord Jesus Christ.

The Multi Academy Company also aims to promote for the benefit of the inhabitants of the West Midlands the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity, disablement, financial hardship or social and economic circumstances for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants.

Our Motto

In Jesus we live learn and serve.

Our Mission

Saint Nicholas Owen Catholic Multi Academy Company is committed to excellent education for all rooted in Gospel values, inspiring a love for life-long learning and following the compassion of Christ.

The aims of the Multi Academy Company during the year ended 31 August 2020 are summarised below and can be found in the Saint Nicholas Owen Catholic Multi Academy Company Strategic Development Plan 2016-2021. This document sets out a clear direction of travel for the company over a five-year period and a framework of how progress and performance will be measured.

The company aims to deliver and develop the highest quality Catholic education possible as outlined in the headings and sub-headings below:

- **Quality of Education**
Teaching and Learning; Academic Performance; Leadership and Management
- **Ethos, Culture and Community**
Safeguarding and Welfare; Personal Development; Behaviour and Attitudes; Catholic Life; Ethos; Community Relations and Cohesion
- **People**
Professional Development, Work Force Relations including Wellbeing

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Objectives and activities (continued)

b. Objectives, strategies and activities

The key objectives for the period are contained in the Multi Academy Company's Strategic Development Plan, available from the Catholic Senior Executive Leader/Chief Executive Officer and published on the MAC website.

In addition, Trustees/Directors identified the following key priority areas to be driven by the Catholic Senior Executive Leader during the academic year 2019/2020 as follows:

- Expanding the Multi Academy Company
- Ensuring all our schools are 'Good' or better
- Maximising capacity and sustaining Catholic Post-16 education

Each academy has its own 'School Development Plan' which takes its overall direction from the MAC five year development plan. Each academy follows a similar format and approach by identifying contextual areas for development according to the following categories:

Catholic Life
RE and Collective Worship
Leadership and Management
Quality of Education (including Teaching and Learning, Curriculum, Assessment and Outcomes)
Personal Development
Behaviour and Attitudes
Quality of Early Years/Sixth Form Provision

Copies of each individual 'School Development Plan' can be obtained from the Principal or academy website.

c. Public benefit

The Multi Academy Company aims to advance, for the public benefit, education in Birmingham, Dudley and Worcestershire, offering a broad curriculum and an excellent educational environment for its pupils. The Multi Academy Company also allows use of its facilities for recreational and other leisure time occupation for the community at large in the interests of social welfare and with the interest of improving the life of that community.

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

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report

Achievements and performance

The Multi Academy Company continues to evolve and to adapt to the ever-changing educational environment. As of 1 October 2020, the MAC is in its sixth year of operation since conversion to a Multi Academy Company. The total number of pupils as of the January 2020 Census was 2120, but this has increased to 2,134 at the October 2020 census owing to the continued demand for places within the Multi Academy Company.

The Multi Academy Company is committed to continual improvement, which is achieved in a number of ways, including improvement planning, review meetings, continual professional development, lesson observations, learning walks and drop-ins, performance management, self-evaluation, data analysis and action planning. Our school improvement judgements are validated by an external School Improvement Partner who is a current National Leader in Education (NLE) and Ofsted Inspector.

The particular achievements and performance of the Multi Academy Company during the year ended 31 August 2020 relating to the three priorities for the academic year 2019/20 following the appointment of the Catholic Senior Executive Leader were as follows:

- Saint Nicholas Owen Catholic MAC Business Application for Growth, submitted alongside a School Improvement Plan, was approved in July 2020 by the West Midlands Headteacher Board, DfE and ESFA. Strategic and operational plans are, therefore, currently underway to become a larger MAC of ten schools by joining with St Catherine of Siena Multi Academy Company in February 2021. This will grow us to a MAC of over 3000 pupils and students.
- Despite the unprecedented operational challenges of COVID-19, the company also continued to focus on its strategic priorities and an unrelenting focus on teaching and learning, particularly the development of the curriculum in line with the requirements of the new Ofsted framework. Each academy had a remote Improvement visit with our external School Improvement Partner who validated each Principal's School Self-evaluation (SEF) judgement and confirmed that all six schools are currently operating as at least 'Good' in line with the Ofsted framework, September 2019.
- The Multi Academy Company has continued to work on maximising capacity and sustaining Sixth Form education and as the October 2020 Census identifies, overall pupil numbers within the company have slightly increased on 2019/20. Work will continue into 2020/21 to fill, in-year, any spare places in academies. In addition, plans are currently underway to dedicate an entire teaching block to the Sixth Form at Hagley Catholic High School in order to retain current year 11 pupils into Year 12 and to attract greater numbers of external candidates to the Sixth Form.

The company worked hard to successfully realise the three strategic priorities for the academic year 2020/21 and adapted strategies and processes where necessary as a result of the COVID-19 pandemic. For example, the company continued with external SIP visits, however, these were conducted remotely rather than on site and in person. Similarly, Open Evenings and marketing events have been conducted remotely in an attempt to maximise capacity and keep numbers buoyant.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

Achievements and performance (continued)

a. Key performance indicators

The only Ofsted inspection in the Multi Academy Company during 2019/20 was at Hagley Catholic High School. The academy achieved a 'Good' judgement, against the new more rigorous EIF framework, in October 2020. The table below shows the current grading of each of our academies and the date of the most recent inspection:

Academy	Date of Inspection	Ofsted Grading
Hagley Catholic High School	October 2019	Good
Our Lady of Fatima Catholic Primary School	July 2011	Outstanding
St Ambrose Catholic Primary School	September 2017	Good
St Joseph's Catholic Primary School	September 2017	Good
St Mary's Catholic Primary School	September 2017	Good
St Wulstan's Catholic Primary School	September 2017	Good

The summary below outlines each academy's achievements against their 'School Development Plan', taking into account any adaptations that had to be made owing to the COVOD-19 pandemic:

Hagley Catholic High School

Catholic Life:

- New PICCL has attended live and virtual meetings as part of induction to new school role.
- Lay Chaplain appointed and The God Who Speaks initiative launched across school.
- New Head of RE line managed by Principal and playing constructive role in development of CLSEF and SDP.
- Opportunities created for AC reps to Quality Assure Catholic Life through assembly visits.
- Beattituders group continues to grow and led project to support homeless in Birmingham and Worcester in run up to Christmas and completed outreach with feeder primary Mini Vinnies Group.
- School values imbedded in to Praise and Rewards Strategy.
- Hosted a MAC wide Catholic Life morning with One Life Music and Monsignor Tim Menezes.

RE and Collective Worship:

- Programme of QA of tutor time completed by SLT to review prayer life.
- Adoration introduced to acts of worship for all years.
- Progress trackers developed in all Key Stages and more consistently used for data analysis tracking and forecasting.
- KS4 RE assessments reviewed and developed to be allow for more personalised feedback and use of GAP tasks.
- Outcomes:
 - A Level = Average grade of A- and VA of 0.48:
 - GCSE = SISRA Predicted P8 of 0.66 incl: 75% 9 - 5 and 43% 9 - 7

Leadership and Management:

- As a result of effective financial management, all budget objectives were met including managing to ensure that the reserves target has now been met with additional surplus and using additional funds to invest in the physical and academic provision of Hagley.
- A new Leadership Team with 4 new members has been successfully inducted embedded and all have been proactive in leading their areas of responsibility.
- In-house CPD has been well mapped and comprehensively delivered while also allowing for personalisation from staff, membership of The National College has been a very positive addition to our CPD and training offer.
- Improved systems of line management particularly at SLT/ML level to ensure actions are tracked and monitored.
- Successful Ofsted inspection October 2019.
- Staff workload and wellbeing: Introduction of counselling for teaching staff with teaching with Heart and

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

Achievements and performance (continued)

- number of data drops and volume of data collected was reduced to reduce workload
- All SLT trained to Level 2 safeguarding.

Quality of Education:

- New target setting and flightpath model developed and introduced for improved accuracy of forecasting and measuring progress as well as being increasingly more aspirational with targets.
- Training in SISRA for data analysis by SLT/MLs.
- Continued development of PIXL strategies to enhance practice, particularly with core heads.
- Introduction of Tuesday morning intervention for Year 11.
- Further development of Core leadership group and regular meetings to develop programmes of intervention.
- Continued and ongoing work on SoW development, sequencing, presentation policies, 3 I's SEFs, knowledge and skills trackers, live grade trackers in every department, and updated curriculum mapping documents for website.

Pupil Outcomes:

- Awarded GCSE Centre Assessed Grades (CAGs) after the furore of the algorithm with A levels meant that SISRA reported a projected P8 of 0.64 and average A8 of 58.55.
- At KS5 overall VA was 0.49 with an average APS of 39.91 and average A level grade of a B.

Personal Development:

- PIXL EDGE LORIC Award launched in all years from 7-10 to develop skills of leadership, organisation, resilience, initiative and communication.
- Character and Culture curriculum mapped for all years and delivered weekly.
- Mental health awareness programmes held for staff and students.
- Appointment of Safeguarding and Inclusion Officer to manage and support students with mental health concerns.

Behaviour and Attitudes:

- New behaviour management policy and procedures introduced to include a new app for management, information and analysis by all stakeholders.
- Increased analysis of behaviour data to drive interventions for high tariff students.
- New attendance protocols established for managing and monitoring attendance.
- New Praise and Reward Policy and procedures established linked to values and virtues.

Sixth Form Provision:

- New study centre protocols established and rewarded with significantly higher levels of engagement and improved work ethic in directed study time.
- Engagement in enrichment programme continued to improve and specifically a large number of students on the Beattituders group who led on outreach for the homeless.
- PIXL strategies continue to be explored but found not to add sufficiently to provision so membership, not renewed.
- Sixth Form intervention and support more analytically targeted in conjunction with Middle Leaders, and included greater number of after school sessions.

Our Lady of Fatima Catholic Primary School:

Catholic Life:

- Children had opportunities to plan and lead CW in Classes during the Autumn term (and across other classes/phases).
- Newly formed Liturgy Group led by RE Coordinator.

RE and Collective Worship:

- New RE Assessment framework introduced to staff through staff meetings.
- RE Coordinator attended termly RE Cluster Meetings and disseminated best practice with staff.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

Achievements and performance (continued)

- All planning set against new framework.
- Monitoring schedule in place – ongoing assessment of x6 children per year group (moderation).
- S48 monitoring visit in January provided recommendations for further development.

Leadership and Management:

- Acting Principal in post for Autumn 2019 with subsequent Acting Executive Head teacher and Head of School posts in place from January 2020.
- Ongoing professional development through in-house training schedule and also through access to National College courses through the MAC to develop and embed the SLT and Middle Leadership Team in their roles and responsibilities.

Quality of Education (including Teaching and Learning, Curriculum, Assessment and Outcomes):

- To diminish the difference, in attainment and progress, between boys' and girls' in Literacy and Mathematics to exceed national standards.
- To close the gap in attainment and progress of disadvantaged pupils to identify any statements of underachievement in reading and writing.
- To develop the teaching of mastery skills in Mathematics so that a greater proportion of statements are age related and the proportion of statements achieved at Greater Depth increases compared to 2018/19.
- Approach in maths embedded throughout the school. Support given to new members of staff.
- End of Spring term data highlighted good progress made by all pupils and that the gap between gender had reduced.

Personal Development:

- Monitored the impact of emotional well-being and nurture groups, to ensure sustained, positive outcomes through effective interventions.
- Inclusion lead (SENDCo) monitored the provision of external agencies and support i.e. Malachi.
- Targeted support on nurture through small group sessions across KS1 and 2.
- During school closure, fortnightly discussions with parents of vulnerable children. Ongoing contact opportunity through designated email.

Behaviour and Attitudes:

- New Safeguard software fully implemented across the school to ensure effective monitoring and evaluation of concerns, behaviour and attendance across the school.
- Ongoing training for all staff.

St Ambrose Catholic Primary School:

Catholic Life:

- The academy continued to engage and strengthen links with the local parish.
- The participation of parents and pupils in the catholic life of the school was increased by parents attending prayers services and workshops.

R.E. and Collective Worship:

- Collective worship has a clear purpose.
- Staff are more knowledgeable and skilled in planning, leading and evaluating worship under the headings of prepare, gather respond and go forth.
- Collective worship reflects the distinct Catholic nature of Saint Ambrose with the Catholic Schools' Pupil Profile becoming embedded.
- Pupils are becoming skilled in the planning, leading and evaluating of worship.
- Appropriate prayers and styles of praying are chosen for collective worship.

Leadership and Management:

- A more robust monitoring schedule was followed ensuring staff and pupils aware of expectations.
- Academy Committee members were able to act as critical friends following challenge training. Clear roles and expectations were shared with the Academy Committee resulting in staff being held to

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

Achievements and performance (continued)

account by the Academy Committee. The subject link role was developed with regular meetings between ACMs and middle leaders.

- School improvement Partner reports identified an improvement in teaching and learning and standards.
- Expectations of staff and pupil behaviours within the school were clarified to improve pupil behaviour and outcomes.
- Work on curriculum development resulted in a curriculum with skills and knowledge progression for all subjects.

Quality of Education (including Teaching and Learning, Curriculum, Assessment and Outcomes):

- Monitoring of the quality of teaching and learning through learning walks, lesson observations and book trawls demonstrated consistency across the school.
- Greater consistency in the approach to the teaching of mathematics across the school i.e. fluency, problem solving and reasoning.
- Monitoring and reporting systems were improved to support pupil progress.
- Further work was done by middle leaders to develop curriculum plans and a curriculum that meets the requirements of the National Curriculum.
- Internal data indicates that year 6 attainment in all subjects improved from 2019.
- Data indicates interventions, pre-teaching and the role of the Learning Mentor are having a positive impact.

Personal Development:

- Progress of vulnerable pupils was tracked by the Nurture Practitioner with all pupils having a reduction in behaviour incidents.
- All pupils attended weekly well-being sessions at lunchtimes improving mental health evidenced in attitudes to learn.

Behaviour and Attitudes:

- Parents received weekly attendance updates via school newsletter.
- Parents contacted via push notification if attendance of their child falls below 96% and 94%.
- Parents contacted via letter and invited in for a meeting if attendance drops below 92%.
- Attendance visible around school in the hall and in every classroom.
- Attendance prizes weekly, half termly, termly and yearly.
- Behaviour policy reviewed and shared with all stake holders.
- Behaviour tracked on SIMs enabling staff to monitor incidents.
- Progress of vulnerable pupils was tracked by Nurture Practitioner with all pupils having over a 50% reduction in behaviour incidents.

Quality of Early Years:

- Internal data indicates low levels on entry with pupils meeting predicted national standard GLD.
- Grant achieved to install play equipment to enable gross motor skills to be a focus.

St Joseph's Catholic Primary School:

Catholic Life:

- Children had opportunities to plan and lead CW in Classes during the Autumn and Spring terms (and across other classes/phases) to develop and embed consistent outstanding practice of pupils leading collective worship, as modelled by all teachers.
- Newly formed Liturgy Leader group supported whole-school events of CW.

RE and Collective Worship:

- Pupil Progress Review Meetings in the Autumn term focused on the attainment of children in RE, particularly focussing on challenge for more-able so that their progress is consistently good.
- Staff meetings led by RE lead focussed on the expectations with assessment during the Autumn term to support staff in ensuring that a greater number of pupils make more than expected progress. Resources (folder) for staff with ideas for challenge/differentiation and SMSVC examples.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

Achievements and performance (continued)

- Suspension of assessments by the BDES in Spring 2020 owing to the Coronavirus pandemic and the partial closure of school. 'The Liturgical Year' and assessment schedule to resume from Autumn 2020.

Leadership and Management:

- Development of middle leaders across the school by:
- Providing opportunities for staff to attend network meetings and sessions through external partners i.e. BCPP
- Ensuring MAC School Improvement Partner support in school both face-to-face and remote
- Having a clear monitoring schedule in place – introduction of 'Teamwork Tuesday' event as a tool for subject coordinators to review their curriculum subject from EYFS to Year 6.

Quality of Education (including Teaching and Learning, Curriculum, Assessment and Outcomes)

- Participation in the Maths Mastery programme with Bishop Challoner Teaching School. Good progress made with the approach evidenced through observations of practice with link mentor.
- Ongoing CPL in place in-house to develop staff knowledge with pedagogy i.e. Rosenshine's Principles of Instruction. Greater opportunities for staff as individuals and as a Key Stage to reflect upon practice and target areas for further development.
- Suspension of statutory assessments – unable to provide evidence of the progress measure from KS1 to 2. Pupil Progress Meetings in the Autumn and Spring terms highlighted children who were underachieving and those who required greater challenge.

Personal Development:

- Vice Principal (SENDCo) monitored the provision of external agencies and support i.e. Mentor Link
- Targeted support on nurture through small group sessions across KS1 and 2.
- During school closure, fortnightly discussions with parents of vulnerable children. Ongoing contact opportunity through designated email.

Behaviour and Attitudes:

- Safeguard online system implemented and monitored by DSL and DDSL

St Mary's Catholic Primary School:

Catholic Life:

- The new academy mission statement and motto clearly expresses the educational mission of the church. The provision for Catholic Life involves monitoring, analysis and self-challenge. Most pupils show a respect for themselves and others as the behaviour of most pupils is good almost all the time.

R.E and Collective Worship:

- Opportunities for AT2 Incorporated into almost all lessons and pupils accessing these opportunities. Pupils keen to participate in collective worship and regularly prepare it. Younger pupils are beginning to take a more active role in preparing collective worship in class. Staff have a good understanding of the purpose of collective worship and the wide variety of methods and styles of prayer.

Leadership and Management:

- Leaders have adopted and constructed a curriculum that is designed to give pupils with the knowledge and cultural capital to succeed in life. Through the development of a strong monitoring cycle, teachers' subject, pedagogical and pedagogical subject knowledge has improved.
- Leaders have adapted the curriculum to address gaps in pupils' learning as a result of school closures due to COVID-19.

Quality of Education:

- The academy's curriculum is coherently planned and sequenced, ensuring no gaps in pupils' learning.
- Relevant interventions and regular reviews of interventions, ensured effectiveness in moving learning forward, especially for SEND pupils. Reading is prioritised and therefore, pupils read often.
- Teachers know how to select learning materials which do not create an unnecessary workload and which support the intent of the curriculum.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

Achievements and performance (continued)

Personal Development:

- Two-year approach to developing nurture and resilience across the school has been implemented.
- Academy held a dedicated week to creating British food, which focussed on healthy eating. Pupils engage with views, beliefs and opinions that are different from their own in considered ways through "Being Brilliant in Britain" week, and beyond. Pupils understand the Gospel's values and virtues and regularly show this through their actions.

Behaviour and Attitudes:

- Attendance encouraged through half termly prizes, attendance Welfare Officer support, attendance certificates. Behaviour policy was reviewed and links to gospel values and virtues made explicit when addressing behaviour. Number of serious behaviour incidents has significantly reduced. Most have a positive attitude to their education and a love of learning.

Quality of Early Years Provision.

- Children enjoyed, listened attentively and responded to familiar stories.
- Staff developed assessment and observations through use of new tracking system children demonstrated positive attitudes to learning.

St Wulstan's Catholic Primary School:

Catholic Ethos:

- New School Mission statement written, put out for consultation and adopted from September 2020 (target S48 Report 2018).
- Minnie Vinnies group established and links formed with Hagley High school enabling children to have a personal opportunity to respond to their vocation as well as increase their understanding of charitable outreach.
- Lunchtime Prayer groups were established and pupils led Key Stage Assemblies for younger pupils enabling pupils to lead a variety of forms of collective worship (target S48 Report 2018).

Pupil Outcomes:

- As statutory testing and the National Curriculum across the Primary range was suspended due to COVID19 no end of year SATs, Phonics, Times Tables data. However, high quality Home Learning provision during Lockdown ensured the majority of pupils maintained their levels of attainment and progress. Baseline Assessments created based on teaching and learning up until March 20 were used to baseline pupils on return enabling staff to target starting points and catch up /intervention support.

Teaching and Learning:

- Maths Mastery training, NCETM, undertaken by Maths Lead and Key Stage 1 Lead and successfully piloted in Year 1 and 3 ready for implementation across the school 2020-21.
- A robust monitoring of mathematics has been embedded identifying and targeting specific learning groups.
- New assessment system, Target Tracker, embedded and used by all staff to track Maths, Reading and Writing.
- Year 6 Reading Baseline introduced to identify pupils requiring intervention, support challenge to enable a higher % to achieve ARE and GD.
- All staff used the new Creative Curriculum to plan and deliver lessons, ensuring coverage of knowledge and progression of skills, planning memorable experiences and celebration of learning.
- All subject leaders created Intent Implementation and Impact statements, monitoring cycles and led staff INSET.

Leadership and Management:

- The Academy Committee provided an appropriate level of challenge, as well as support, and have a good knowledge of strengths or areas for development.
- Link ACRs and visit cycle have been established for English, Maths RE Safeguarding Creative

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

Achievements and performance (continued)

Curriculum.

- Core subject leaders reported to Link ACRs throughout Lockdown to ensure loss of visits did not impact negatively and were submitted at each Academy Committee meeting.
- Data training delivered to ACRs to enhance their understanding of new tracking system enabling them to challenge and question.
- Subject leaders timetabled to present at ACM over the year both for informing ACRs and developing staff leadership skills.

Behaviour and Welfare of Pupils:

- Attendance is consistently around the national average.
- There are robust procedures in place for tracking, monitoring and following up on attendance issues.
- Case studies on individual pupils outline support provided and any improvements that have taken place. These are detailed and provide evidence of the approach taken by the school to promote good attendance.

Achievements and Performance in formal key stage examinations/assessments

In line with the DfE decision to cancel all formal Key Stage 1 and 2 tasks and tests and the publication of Primary school performance tables in 2020, there is no formal assessment data for Saint Nicholas Owen Catholic MAC primary pupils, owing to the Covid-19 pandemic.

Pupils at Key Stages 4 and 5, owing to Covid-19, were exempt from formal external exams but not from formal assessment and the award of grades. Despite the fact that the government has not published league tables for these groups of pupils, as the results are in the public domain, the MAC has decided to publish the very strong results for this cohort of pupils as outlined below:

GCSE 2020

The figures below have been generated by SISRA which uses DfE guidance documents. Where relevant, figures from 2019 have been added in brackets

Cohort Summary

Cohort Size	163	(170)
Number of Disadvantaged	19	(19)
Male	78	(88)
Female	85	(82)
KS2 Prior Attainment	5.01	(5.10)

Overall Performance Summary

Average Total Attainment 8	58.55	(57.19)
Disadvantaged Average Total Attainment 8*	44.92	(55.55)
Students achieving 9-7 in English and Maths	27.0%	(26.5%)
Disadvantaged students achieving 9-7 in English and Maths	10.5%	(31.6%)
Students achieving 9-7 in English	43.6%	(42.9%)
Students achieving 9-7 in Maths	31.9%	(34.7%)
Students achieving 9-5 in English and Maths	66.3%	(71.2%)
Disadvantaged students achieving 9-5 in English and Maths	36.8%	(68.4%)
Students achieving 9-5 in English	83.4%	(82.9%)
Students achieving 9-5 in Maths	67.5%	(75.3%)
Students achieving 9-4 in English and Maths	82.2%	(85.9%)
Disadvantaged students achieving 9-4 in English and Maths	57.9%	(84.2%)
Students achieving 9-4 in English	92.6%	(92.4%)
Students achieving 9-4 in Maths	82.8%	(88.2%)

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

Achievements and performance (continued)

Students achieving 5 strong passes (5+) inc Eng and Maths	66.3%	(67.1%)
Students achieving 5 standard passes (4+) inc Eng and Maths	82.2%	(83.5%)

Students Entered for the Ebacc	54.0%	(54.7%)
Students in cohort achieving a standard pass in the Ebacc (4+)	48.5%	(42.9%)
Students in cohort achieving a strong pass in the Ebacc (5+)	39.9%	(30%)
Average Points Score EBACC	5.32	(5.17)

Percentage of Grades Awarded 9-1 GCSE (or equivalent)

9 – 8.9 (3.6)	6 – 17.2 (18.9)	3 – 7.1 (9.9)	U – 0.3 (0.7)
8 – 11.7 (11.8)	5 – 20.6 (21.0)	2 – 3.0 (3.3)	
7 – 16.9 (15.9)	4 – 13.2 (14.3)	1 – 1 (0.6)	

Estimated Progress 8 (generated by SISRA) **0.68**

A Level Results 2020 (Including Extended Project)

The figures below have been generated by SISRA which uses DFE guidance documents. Where relevant, figures from 2019 have been added in brackets

Cohort Summary

Cohort Size	100	(93)
A Level Cohort	99	(89)
Academic Cohort	99	(92)
Vocational Cohort	36	(37)
Applied General Cohort	36	(29)
Tech Level Cohort	1	(16)
KS4 Prior Attainment	5.99	(5.95)

Overall Performance Summary (Academic and Vocational)

Overall APS per pupil	125.29	(107.83)
Overall APS per entry	39.91	(33.71)
Overall APS per entry (female)	41.14	(33.21)
Overall APS per entry (male)	38.65	(34.11)

Overall Average Grade per Entry

	B	(C+)
Overall 1+ A*-B %	70.6	(62.4)
Overall 2+ A*-B %	59.8	(43.0)
Overall 3+ A*-B %	44.1	(28.0)
Overall 1+ A*-C %	91.2	(78.5)
Overall 2+ A*-C %	78.4	(65.6)
Overall 3+ A*-C %	71.6	(46.2)
Overall 1+ A* - E %	97.1	(100)
Overall 2+ A* - E %	96.1	(98.9)
Overall 3+ A* - E %	92.2	(88.2)

AB Measure

A Level Students achieving A Levels at grades AAB or higher in at least 2 facilitating subjects 47.5 (30.4)

A Level Students achieving A Levels at grades AAB or higher in at least 3 facilitating subjects 14.8 (19.6)

Students included in AAB measure 59.8 (60.2)

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

Achievements and performance (continued)

Percentage of Entries

Percentage of entries achieving A*-A	36.6	(25.0)
Percentage of entries achieving A*-B	61.1	(47.1)
Percentage of entries achieving A*-C	83.9	(65.6)
Percentage of entries achieving A*-E	99.9	(97.2)

Estimated L3VA Progress Score **0.49**

Grade Counts

Percentage of A Level Entries Achieving Each Grade:

A*	=	16.3	(7.4)	D	=	11.3	(21.7)
A	=	20.3	(19.1)	E	=	4.7	(9.8)
B	=	24.4	(20.6)	U	=	0.1	(2.8)
C	=	22.8	(18.5)	X	=	0	(0)

The Multi Academy Company uses a number of benchmarks or performance indicators to evaluate its financial performance and drive budgetary control and monitoring.

A key financial performance indicator for the Multi Academy Company is the level of reserves held at the balance sheet date and, in particular, the amount of unrestricted reserves plus restricted income reserves at year end. At 31 August 2020, the balance of the unrestricted and restricted income reserves was £2,238,000 (2019: £1,690,000). Further details on the level of reserves held by the Multi Academy Company are set out in the Reserves Policy section below.

As the majority of the Multi Academy Company's funding is based on pupil numbers, this is also a key performance indicator. As noted earlier in this report, pupil numbers at the most recent census were 2,134 which is an increase of fourteen pupils from the January 2020 census.

Staffing costs are another key performance indicator for the Multi Academy Company and the percentage of total staff costs to total educational grant funding (being GAG funding plus other operating educational grants from the ESFA and / or Local Authority) for the year was 80.4% (2019: 81.9%), while the percentage of staff costs to total costs (excluding depreciation and LGPS FRS102 pension cost charges) was 80.6% (2019: 76.0%).

b. Going concern

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

c. Promoting the success of the company

The Trustees/Directors have acted in the way which they consider, in good faith, promotes the success of the Multi Academy Company for the benefit of its pupils and their parents, the Department for Education and the Education and Skills Funding Agency as principal funders and regulators, its suppliers and local wider school community as a whole, and in doing so have given regard to (amongst other matters):

Our educational business relationships and community

With a highly committed and dedicated workforce, the Multi Academy Company takes great pride in listening to

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

Achievements and performance (continued)

what our pupils, parents and local community want and continues to provide the level of education outcomes and results that they have come to expect. The Multi Academy Company continues to evolve and to adapt to the ever-changing educational environment, leading to the continued increase in the awareness of the Multi Academy Company's overall activities and educational performance.

As an educational focused charitable organisation, public benefit is also at the heart of all we do. The details in the "Objectives and Activities" and "Achievements and Performance" section of the Trustees' report above provide full details of the impact of our activities and our achievements for the year.

With respect to suppliers, the Multi Academy Company's policy for the payment of suppliers is to agree to terms of payment in advance in line with normal commercial practices and, provided a supplier performs in accordance with the agreement, to abide by such terms.

The Multi Academy Company is also committed to contributing towards combating the threat of global warming by using energy efficient measures to reduce CO2 emissions throughout its buildings, facilities and operations.

Our stakeholders

In addition to our pupils, parents, suppliers and wider local community, the Trustees/Directors also recognise the importance of their relationship with the Department for Education (DfE) and the Education and Skills Funding Agency (ESFA), as principal funders, regulators and stakeholders. The Trustees/Directors are committed to the effective engagement with the DfE and the ESFA (and their representatives) and recognise that its success depends on the Trustees/Directors and senior management's ability to engage with them effectively and to work with them constructively, taking into account their guidance and best practice initiatives, whilst also working in line with the specific requirements of the Multi Academy Company's funding agreement and the Academies Financial Handbook.

Our people

The Multi Academy Company's key asset is its people. It employs over 250 staff, including agency workers, and it is only through the combined effort of this workforce, together with our supporters and volunteers, that we can change the lives of the children under our care. The Multi Academy Company encourages the involvement of all employees in decision making processes that impact on them directly and further details on our engagement with our people is detailed in the "Engagement with Employees (including Disabled Persons)" section of the Trustees' report above.

Our Members

The Trustees/Directors are committed and openly engaged with our Members through the Archdiocese of Birmingham and the Birmingham Department for Education Service. The Members and their representatives are actively engaged in understanding and supporting our strategy and vision for the future, our Catholic culture and ethos, our people and our educational performance and standards.

Maintaining a reputation for high standards

The Multi Academy Company has been in existence for six years, as of 1 October 2020, and is committed to continual improvement, which it achieves in a number of ways, including improvement planning, review meetings, continual professional development, lesson observations, performance management, self-evaluation, data analysis, action planning and external validation via an independent School Improvement Partner. The Multi Academy Company also continually develops strategies to maintain and grow its pupil base, including looking for new schools and academies to join the MAC, and further improve relationships with our suppliers.

The information in the "Achievements and Performance" section of the Trustees'/Directors' report above provide full details of our achievements during the year and, the standards of educational performance we have

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

Achievements and performance (continued)

achieved for all our stakeholders.

We have made a concerted effort to ensure that the COVID-19 outbreak and not had a detrimental effect on our promotion of the success of the Multi Academy Company. We have responded to the current pandemic with creativity and flexibility and have found new remote ways of connecting with our stakeholders to promote our success.

Financial review

The majority of the Multi Academy Company's income is received from the Education and Skills Funding Agency ('ESFA') in the form of recurrent grants, the use of which is restricted to particular purposes. The grants received from the ESFA during the year ended 31 August 2020 and the associated expenditure of these grants are shown as restricted funds in the Statement of Financial Activities.

The Multi Academy Company also receives grants for fixed assets from the ESFA and other organisations / funders and these are shown as restricted fixed asset funds in the Statement of Financial Activities. The balance of the restricted fixed asset fund is reduced by the depreciation charges on the assets acquired using these funds.

For the year ended 31 August 2020, the Multi Academy Company's total income (excluding capital grants was £11,186,000 (2019: £10,636,000) while the total expenditure (excluding depreciation and LGPS FRS102 pension cost charges) was £10,638,000 (2019: £10,671,000), resulting in a net surplus for the year of £548,000 (2019: deficit of £35,000).

The 2020 surplus is as a result of cost saving exercises and streamlining of staffing, predominantly, but not exclusively, at Hagley Catholic High School. One of the secondary school's aims, in line with the company Reserves Policy, is to build up their Reserves to the expected level, which they succeeded in achieving during the year 2020. Expenditure of these funds is being built into strategic plans for 2020/21, owing to much needed investment in the Multi Academy Company's facilities and educational resources. In addition, from 1 February 2021 we are planning to become a larger MAC with St Catherine of Siena Catholic Multi Academy Company and may need to use our reserves to facilitate the growth.

It should also be noted that COVID-19 had an impact on the level of reserves as some of the schools were unable to recruit to vacancies during the period of partial lockdown. The balance of reserves at 31 August 2020, excluding the restricted fixed asset funds and LGPS liability fund was £2,238,000 (2019: £1,690,000).

Finances have been affected by COVID-19 as outlined below:

- Our academies have not spent as much money on educational materials this year which has contributed to the surplus figures. However, some of the funds have been redirected to cover the additional cleaning and PPE costs.
- Some planned building work/maintenance has not been able to take place due to lack of availability of necessary materials and equipment.
- Additional planned education support was not received e.g. specialist education off site.

The net book value of fixed assets at 31 August 2020 were £16,054,000. The fixed assets held by the Multi Academy Company are used exclusively for providing education and associated support services to the pupils of the Multi Academy Company with the exception of the sports facilities in some of the schools which are hired out for the benefit of the local community.

Included within the Multi Academy Company's balance sheet at year end is a defined benefit pension scheme liability of £6,963,000 (2019: £6,221,000), which arises from the deficit in the Local Government Pension Scheme ("LGPS") that is attributable to the Academies. Further details regarding the deficit in the LGPS at 31

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

Financial review (continued)

August 2020 are set out in note 25 to the financial statements.

We continually monitor and update key financial policies during the period including the Financial Regulations, which lay out the framework for the Multi Academy Company's financial management, including financial responsibilities of the Board of Trustees/Directors, Chief Executive, Principals, managers, budget holders and other staff, as well as the delegated authorities for spending. The other financial policies reviewed and adopted during the period included Value for Money Statement, Investment Policy and Reserves Policy.

a. Reserves policy

The Directors review the reserve levels of the Multi Academy Company annually. This review encompasses the nature of the income and expenditure streams, the need to match income with commitments and the nature of reserves. The Trustees/Directors also take into consideration the future plans of the Multi Academy Company, the uncertainty over future income streams and other key risks identified during the risk review.

The Directors have determined that the appropriate level of free cash reserves should be approximately 10% of total GAG funding which equates to six months of non-GAG expenditure in the current company setting. The reason for this is to provide sufficient working capital to cover delays between spending and receipts of grants and to provide a cushion to deal with unexpected emergencies such as urgent maintenance, long term staff absences etc.

The Multi Academy Company's current level of reserves at 31 August 2020 is £11,551,000 (2019: £12,095,000), of which £2,238,000 (2019: £1,690,000) is revenue reserves (that is, total funds less the amount held in total fixed asset and LGPS restricted funds).

Although the current level of free reserves is above the target level identified above, the Trustees/Directors' expectation is that these reserves will be utilised over the next few years to fund the ongoing development, including the need to retain key staff in light of the increasing cost pressures in future years.

To this end, Directors have committed to spend the following designated amounts from reserves in the academic year 2020/21 on the following:

- Hagley Sixth Form Project and Hagley Capital spend - £200,000
- Larger Central Offices due to merger - £112,000
- School Improvement Fund - £15,000
- Our Lady of Fatima - Boiler £48,000

In addition, an initial amount of £100,000 has been allocated by Trustee/Directors from Reserves to support the academies with any additional and unplanned costs related to COVID-19.

The value of the restricted fixed asset fund at 31 August 2020 is £16,276,000 (2019: £16,626,000), which is represented by the fixed assets that are used exclusively for providing education and associated support services to the pupils of the Multi Academy Company. These funds can only be realised by disposing of the associated tangible fixed assets.

The pension reserve fund has a deficit balance at 31 August 2020 of £6,963,000, which represents the deficit in the LGPS at the balance sheet date. The effect of the LGPS deficit is that the Multi Academy Company is required to make accelerated and additional pension contributions over a number of years in order to fund the deficit. These accelerated and additional pension contributions will be funded from the Company's annual recurring income, which may significantly impact its ability to continue to deliver its educational outcomes with the available public funding it receives. The Trustees/Directors have noted however that the Government has provided a guarantee that in the event of an academy closure, any outstanding LGPS liabilities would be met by the Department for Education.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

Financial review (continued)

b. Investment policy

Up to one million pounds of surplus funds are invested to optimal effect by the Multi Academy Company with the objective of ensuring maximum return on assets invested but with minimal risk. This is via a ninety day low risk banking investment. Given that we have an increased revenue surplus for August 2020, the Trustees/Directors will be increasing the investment to ensure a larger return on revenue investments.

c. Principal risks and uncertainties

The Trustees/Directors have assessed the major risks to which the Multi Academy Company is exposed, especially in the operational areas, such as teaching, health & safety, safeguarding and school trips, and in relation to the control of finances and strategical development of the Multi Academy Company. They have introduced systems, including operational procedures and internal financial controls in order to minimise risk and have agreed a Risk Management Strategy and Risk Management Plan, which incorporates a Risk Register.

Where significant financial risk still remains, the Trustees/Directors have ensured the Multi Academy Company has adequate insurance cover in place. The Risk Management Plan is constantly reviewed in light of any new information and formally reviewed annually.

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

Educational

The continuing success of the Multi Academy Company is dependent on continuing to attract pupil applicants in sufficient numbers by maintaining the highest educational standards across all key stages. To mitigate this risk, the Directors / Trustees ensure that pupil success and achievement are closely monitored and reviewed, with corrective actions embedded at an early stage, and that relationships and partnerships with parents, the local community and other organisations and groups are maintained and are effective in producing a cohesive and supportive community. During the Covid-19 restrictions, the company has had to find creative ways to deliver quality remote learning and communicate effectively with our local community.

Safeguarding and child protection

The Trustees/Directors continue to ensure that the highest standards are maintained in the areas of selection and monitoring of staff, the operation of safeguarding and child protection policies and procedures, health & safety and discipline. During the COVID-19 period, the Multi Academy Company amended its safeguarding and child protection procedures in line with advice from relevant local authority advisors and other external agencies.

Financial

The Multi Academy Company has considerable reliance on continued Government funding through the ESFA (and Local Authority). In the year, approximately 95% of the Multi Academy Company's income was ultimately Government funded. 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, particularly in light of continuing changes in to the National Funding Formula for schools.

Continuing increases in employment costs, including pension costs association with both the Teachers' Pension Scheme and the Local Government Pension Schemes, and premises costs will also continue to place significant pressure on the Multi Academy Company's financial position and its ability to deliver balanced budgets in the future.

The Trustees/Directors examine the financial health of the Multi Academy Company formally every month, reviewing performance against budgets and overall expenditure by means of regular update reports at all Full Board and Resources and Audit Committee meetings.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Strategic report (continued)

Financial review (continued)

Staffing

The success of the Multi Academy Company is reliant on the quality of its staff so the Trustees/Directors monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning. This strategy continued during the COVID-19 partial closure period.

Failures in governance and / or management

The risk in this area arises from the potential failure to effectively manage the Multi Academy Company's finances, internal controls, compliance with regulations and legislation, statutory returns etc. The Trustees/Directors continue to review and ensure appropriate measures are in place to mitigate these risks, which includes those relating to fraud and mismanagement of funds.

Fraud and mismanagement of funds

The Multi Academy Company has engaged DRB as its internal auditor and Cooper-Parry as the external auditor to carry out additional checks and perform a program of work aimed at checking and reviewing the financial systems and records as required by the Academies Financial Handbook. All finance staff receive training to keep them up to date with financial practice requirements and to develop their skills in this area.

At the balance sheet date, the Multi Academy Company had no significant liabilities arising from trade creditors or debtors where there would be a significant effect on the Multi Academy Company's liquidity.

The Trustees/Directors recognise that the LGPS deficit represents a significant potential liability to the Multi Academy Company. However, as the Trustees/Directors consider the Multi Academy Company is able to meet its known annual contribution commitments for the foreseeable future, the risk from this liability is minimised.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Fundraising

Saint Nicholas Owen Catholic Multi Academy Company does not employ fundraising agencies, professional fundraisers, street fundraisers, or undertake telephone fundraising programmes. The Company works closely with the respective Parent Teacher Association of each of our academies. Their aim is to foster social interaction through a programme of events that raise funds to support activities at a given academy. The company operates a scheme for both one-off regular voluntary donations by parents and runs a variety of small lottery programmes such as a 200 Club.

As part of our Catholic ethos, we encourage our young people to raise funds for those in need and donate collections to nominated local, national and international charities. These charities are often nominated or chosen by pupils through an Academy Student Council. Primarily, the company works with each academy community to raise funds and this will include the parents, grandparents and other family members of pupils or the pupils themselves. The Multi Academy Company also raises funds for specific projects that will enhance the learning experience and environment for existing and future students, where funds cannot be accessed via existing channels such as government education funding.

Fundraising is undertaken in line with the Fundraising Regulator's Code of Fundraising Practice and is monitored by the central finance function of the Company. The Multi Academy Company is mindful of the requirement to protect the public, particularly vulnerable people, from unreasonably intrusive or persistent fundraising approaches or undue pressure to donate. Fundraising events are carefully controlled by senior management and are staggered throughout the year to ensure that our community of support is not bombarded with requests.

Covid-19 has had a detrimental impact on our academies' ability to fundraise during the year 2019/20, although we still continued to engage wherever possible in supporting local charities via, for example, donations to local food banks and supporting key workers locally by making and donating goggles and visors.

No complaints have been received in respect of fundraising activities. In the event of a complaint, the Saint Nicholas Owen Catholic Multi Academy Company Complaints Policy and Procedure would apply.

We would like to thank Worcestershire County Council for funding the creation of a bathroom management area at St Ambrose Catholic Primary School in 2020/21.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Streamlined energy and carbon reporting

The Multi Academy Company's greenhouse gas emissions and energy consumption for the year are:

UK Greenhouse gas emissions and energy use data for 1 September 2019 to 31 August 2020	
Energy consumption used to calculate emissions (kWh)	2,082,942
Energy consumption break down	
Gas [kwh]	1,416,094
Electricity [kwh]	658,389
Transport Fuel [miles]	7,084
Scope 1 emissions in metric tonnes CO₂e	
Gas consumption	260.38
Owned transport – mini-buses	2.13
Total scope 1	262.51
Scope 2 emissions in metric tonnes CO₂e	
Purchased electricity	153.50
Scope 3 emissions in metric tonnes CO₂e	
Business travel in employee owned vehicles	0.02
Total gross emissions in metric tonnes CO₂e	416.03
Intensity ratio Tonnes CO₂e per pupil	
	0.20

Quantification and Reporting Methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2020 UK Government's Conversion Factors for Company Reporting.

Intensity measurement

CO₂e per pupil based on 2,116 students and Total gross emissions in metric tonnes CO₂e of 416.03 tonnes = 0.20 | Tonnes CO₂e per pupil

Measures planned to improve energy efficiency

- We have are planning to install smart meters across all sites to improve our understanding of energy consumption
- We are looking to procure our electricity from green suppliers
- We are working with Salix to secure funding from the Public Sector Decarbonisation Scheme to look at ways to reduce our Carbon Footprint

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Plans for future periods (continued)

Plans for future periods

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

The Multi Academy Company's plans for future periods are:

- A continued and relentless focus on academy improvement to ensure that each academy continues to operate as at least 'Good' and, where applicable, is increasingly moving towards outstanding, in line with all areas of the Ofsted framework September 2019. This will continue to be validated by our external 'School Improvement Partner' and via other external audits.
- To continue our work on maximising capacity in all our academies and on sustaining Sixth Form Education. As stated in the earlier Achievement and Performance section of this report, work will continue into 2020/21 on strategies to fill each year group in each academy to its PAN level, as stated in its Admissions Policy. Work will start at Hagley Catholic High School to dedicate an entire block to the Sixth Form with the aim of retaining more current Year 11 pupils into the Sixth Form and increasing the numbers of external candidates to the Sixth Form.
- To join with St Catherine of Siena Catholic Multi Academy Company in February 2021 to become the larger Emmaus Catholic Multi Academy Company of ten schools; one secondary and nine primary schools. This will be the first phase of planned expansion to become a larger MAC of approximately 19 Catholic schools. Therefore, much of the academic year 2020/21 and beyond will focus on strategic and operational planning and implementation of strategies to ensure efficient and effective harmonisation in all areas of the business. Directors will designate funds from reserves to support company growth.
- To continue to respond to the demands and adaptations required by the COVID-19 measures in all areas of the Multi Academy Company.

Funds held as custodian on behalf of others

The Multi Academy Company and its Trustees/Directors do not act as Custodian Trustees of any other charity.

Hagley Catholic High School does, however, hold Post 16 Bursary Funds on behalf of the ESFA, which are distributed to students as required and in line with the terms and conditions of the funds.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Disclosure of information to auditor

Insofar as the Directors are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware, and
- that Directors 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.

Auditor

During the year BDO LLP resigned as the Academy Trust's auditors. Cooper Parry Group Limited were appointed to fill the resulting vacancy. Cooper Parry Group Limited have expressed their willingness to continue in office as auditors and will be proposed for reappointment in accordance with section 485 of the Companies Act 2006

The Directors' report, incorporating a strategic report, was approved by order of the Board of Directors, as the company directors, on 11 December 2020 and signed on it's behalf by:



J Griffin
Chair of Board

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

GOVERNANCE STATEMENT

Scope of responsibility

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

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

The Board of Directors has delegated the day-to-day responsibility to the Catholic Senior Executive Leader, 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 Saint Nicholas Owen Catholic Multi Academy Company and the Secretary of State for Education. They are also responsible for reporting to the Board of Directors any material weaknesses or breakdowns in internal control.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

GOVERNANCE STATEMENT (CONTINUED)

Governance

The information on governance included here supplements that described in the Directors' report and in the Statement of Directors' responsibilities. The Board of Directors has formally met 12 times during the year.

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

Director	Meetings attended	Out of a possible
J Griffin, Chair	12	12
J Rowe, Vice Chair	12	12
D Finucane	12	12
D Kehoe	7	12
S Horan	12	12
P Parry	11	12
C Piggott	2	12
G Taylor-Smith	12	12

The Board of Trustees/Directors reviewed the Multi Academy Company's governance structure during the year to evaluate its impact and effectiveness. The Board of Trustees/Directors has a wide range of skills that contribute to the successful governance of the Multi Academy Company, evidenced via a skills matrix, and are satisfied that the current structure in place is appropriate and effective for the Trust. The Multi Academy Company also benchmarked itself against David Carter's 'Ten Characteristics of a successful MAT' and evaluated development during the year. The Multi Academy Company stability can be further seen in that, in March 2020, we judged ourselves as at least 'Embedding' in nine out of the eleven characteristics and 'Developing' in the other two. By July 2020, we identified that further progress had been made and evaluated ourselves as 'Leading' in three of the characteristics, 'Embedding' in six and 'Developing' in one of the areas. The next stage is to have this judgement moderated and verified by an external review, such as a peer review with another MAC or MAT. We plan to do this during the year 2020/21.

In addition to the twelve Full Board meetings, in the academic year 2019/20, each of the three sub-Committees met six times per year, resulting in thirty meetings of the Board being held in total. The Chairs of the sub-Committees gave feedback on key points arising from these meetings to the Full Board.

The Board made every effort to ensure that COVID-19 control measures had no detrimental impact on the governance arrangements for the Multi Academy Company and moved very early on in lock down to holding meetings remotely via TEAMS to ensure that they continued to discharge their duties effectively and ensured robust governance and effective management arrangements.

The Resources and Audit Committee is a sub-Committee of the Board of Trustees/Directors. Its purpose is to provide oversight, guidance and assistance to the Board of Trustees/Directors on all matters related to finance, resources, premises and Health & Safety of the Multi Academy Company.

Attendance at meetings of the Resources and Audit Committee during the year ending 31 August 2020 was as follows:

Trustee	Meetings attended	Out of a possible
J Rowe (Chair)	5	6
J Griffin	5	6
D Kehoe	3	6
S Horan	6	6
P Parry	6	6
G Taylor-Smith	2	6

The key issues dealt with by the Resources and Audit Committee during the year was the review of the Multi Academy Company's 3 year financial forecasts and the actions required to address the reduced funding expected over this period. Our current budget software produces 5 year budgets, which will be considered at future meetings in line with the requirements of the Academies Financial Handbook.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY

(A company limited by guarantee)

GOVERNANCE STATEMENT (CONTINUED)

Governance (continued)

The Audit element of the Committee's purpose is to maintain an oversight of the Multi Academy Company's governance, risk management, internal control and value for money framework. It reports its findings annually to the Board of Trustees/Directors and the Accounting Officer as a critical element of the Multi Academy Company's annual reporting requirements. During the year the Resources and Audit Committee reviewed the reports received from Saint Nicholas Owen Catholic Multi Academy Company in relation to the MAC's systems of internal control and the actions undertaken to address the control weaknesses identified.

Review of value for money

As Accounting Officer, the Chief Executive Officer/Catholic Senior Executive Leader has responsibility for ensuring that the Multi Academy Company 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 Multi Academy Company's use of its resources has provided good value for money during each academic period, and reports to the Board of Trustees/Directors where value for money can be improved, including the use of benchmarking data where available. The Accounting Officer for the Multi Academy Company has delivered value for money during the year by:

- Competitive tendering major contracts such as catering and grounds maintenance.
- Challenging providers to give better rates (insurances).
- Comparing prices paid for goods and services across six schools (Service level agreements and larger contracts).
- Reviewing and realignment of staffing structures to ensure that they are delivering effective support and pupil progress.
- Utilising secondary school based specialist staff to support primary schools.
- Collaborating with Haybridge High School in the joint provision of post 16 courses.
- Providing training events for management across all schools relating to the effective long range planning and budgeting.
- Embedding and building the robustness of financial systems and controls.

However, owing to COVID-19 and the PCN notices, our MAC honoured payments to suppliers during partial lockdown, sometimes without receiving contracted goods or services, owing to government requirements to support the government's COVID-19 strategy. As per the PCNs, the MAC paid all suppliers their contracted invoices even when services were not received e.g. academy catering.

Whilst doing this, we have continued to ensure that the goods and services contracted meet the requirements of our Value for Money Statement.

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 to the achievement of the Multi Academy Company's 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 MAC continues to procure the services of an internal audit biannually to reassure the Trustees that all internal controls are being met.

The system of internal control has been in place in Saint Nicholas Owen Catholic Multi Academy Company for the period from 1 September 2019 to 31 August 2020 and up to the date of approval of the annual report and financial statements.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

GOVERNANCE STATEMENT (CONTINUED)

Capacity to handle risk

The Board of Trustees/Directors has reviewed the key risks to which the Multi Academy Company is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees/Directors is of the view that there is a formal on-going process for identifying, evaluating and managing the Multi Academy Company's significant risks that has been in place for the period from 1 September 2019 to 31 August 2020 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees/Directors.

The risk and control framework

The Multi Academy Company's system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability. In particular, it includes:

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Directors
- regular reviews by the Finance and General Purposes Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes
- setting targets to measure financial and other performance
- clearly defined purchasing (asset purchase or capital investment) guidelines
- identification and management of risks

Since converting in 2014, the Trustees/Directors have always ensured that internal scrutiny is completed by a body independent of our external auditors. The Board of Directors has decided to employ DRB as internal auditor who carry out two internal control checks per year..

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

- review of and testing of income recognition and recording systems and procedures
- review of and testing of payroll systems and procedures
- review of and testing of procurement systems and procedures
- review of and testing of bank control procedures
- Review of management information preparation procedures, including information prepared for and presented to the Board of Trustees/Directors.

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

The internal auditor has delivered their program of work during the year ended 31 August 2020 as planned. While no significant internal control weaknesses were identified from the work completed, the Trustees/Directors and management have developed an action plan to continue to strengthen and improve internal controls over the next twelve months.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

GOVERNANCE STATEMENT (CONTINUED)

Review of effectiveness

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

- the discharge of the Board of Directors financial decisions to help the committee consider actions and assess year on year progress
- the work of the internal auditor;
- the work of the external auditor;
- the financial management and governance self-assessment process;
- the school resource management self-assessment tool;
- the work of the executive managers within the Academy who have responsibility for the development and maintenance of the internal control framework.

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

Approved by order of the members of the Board of Directors and signed on their behalf by:



J Griffin
Chair of Trustees
Date:



S Horan
Accounting Officer

Date: 11 December 2020

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE

As accounting officer of Saint Nicholas Owen Catholic Multi Academy Company I have considered my responsibility to notify the Academy Board of Directors and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the Academy, under the funding agreement in place between 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 2019.

I confirm that I and the Academy Board of Directors 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 2019.

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 Directors and ESFA.



S Horan
Accounting Officer
Date:

Date: 11 December 2020

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY

(A company limited by guarantee)

**STATEMENT OF DIRECTORS' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2020**

The Directors (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Directors' 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 Directors to prepare financial statements for each financial year. Under company law, the Directors 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 Directors 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 2019 to 2020;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Directors 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 Directors 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 Directors 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 Directors and signed on its behalf by:



J Griffin

Date: 11 December 2020

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY

Opinion

We have audited the financial statements of Saint Nicholas Owen Catholic Multi Academy Company (the 'academy') for the year ended 31 August 2020 which comprise the Statement of Financial Activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2019 and the Academies Accounts Direction 2019 to 2020 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 2020 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 2019 to 2020 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 Auditor's 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Academy's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY (CONTINUED)

Other information

The Directors are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditor's report thereon. Other information includes the Reference and administrative details, the Directors' report including the Strategic report, and the Governance statement. 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.

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

We have nothing to report in this regard.

Opinion on other 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 Directors' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Directors' 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 Directors' 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 Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY (CONTINUED)

Responsibilities of trustees

As explained more fully in the Directors' responsibilities statement, the Directors (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 Directors 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 Directors 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 Directors either intend to liquidate the Academy or to cease operations, or have no realistic alternative but to do so.

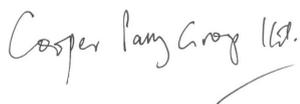
Auditor's responsibilities for the audit of the financial statements

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

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

Use of our report

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



Simon Atkins FCA (Senior statutory auditor)

for and on behalf of

Cooper Parry Group Limited

Chartered Accountants
Statutory Auditor

One Central Boulevard

Blythe Valley Business Park

Solihull

West Midlands

B90 8BG

Date: 14 December 2020

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY

(A company limited by guarantee)

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO SAINT
NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY AND THE EDUCATION AND SKILLS
FUNDING AGENCY**

In accordance with the terms of our engagement letter dated 22 September 2020 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2019 to 2020, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Saint Nicholas Owen Catholic Multi Academy Company during the year 1 September 2019 to 31 August 2020 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 Saint Nicholas Owen Catholic Multi Academy Company and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Saint Nicholas Owen Catholic Multi Academy Company 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 Saint Nicholas Owen Catholic Multi Academy Company and ESFA, for our work, for this report, or for the conclusion we have formed.

**Respective responsibilities of Saint Nicholas Owen Catholic Multi Academy Company's
accounting officer and the reporting accountant**

The accounting officer is responsible, under the requirements of Saint Nicholas Owen Catholic Multi Academy Company's funding agreement with the Secretary of State for Education dated 21 May 2013 and the Academies Financial Handbook, extant from 1 September 2019, 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 2019 to 2020. 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 2019 to 31 August 2020 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO SAINT
NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY AND THE EDUCATION & SKILLS FUNDING
AGENCY (CONTINUED)**

Approach

We conducted our engagement in accordance with the Academies Accounts Direction 2019 to 2020 issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

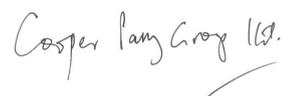
Our engagement includes examination, on a test basis, of evidence relevant to the regularity and propriety of the Academy's income and expenditure.

The work undertaken to draw our conclusions included:

- Reviewing the internal control policies and procedures implemented by the Academy Trust and evaluating their design and effectiveness to understand how the Academy Trust has complied with the framework of authorities;
- Reviewing the minutes of meetings of the Trustees, relevant sub-committees and other evidence made available to us, relevant to our consideration of regularity;
- Enquiries of the Accounting Officer, including reviewing the work undertaken by the Accounting Officer in relation to their Statement on Regularity, Propriety and Compliance; and
- Detailed testing of the income and expenditure of the Academy Trust based on our assessment of the risk of material irregularity, impropriety and non-compliance. This work was integrated with our audit of the financial statements where appropriate and included analytical review and detailed substantive testing of transactions.

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 2019 to 31 August 2020 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



Reporting Accountant
Cooper Parry Group Limited
Chartered Accountants
Statutory Auditor

Date: 14 December 2020

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2020**

	Note	Unrestricted funds 2020 £000	Restricted funds 2020 £000	Restricted fixed asset funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Income from:						
Donations and capital grants	4	26	-	65	91	190
Charitable activities:	5					
Funding for the trust's educational operations		38	10,850	-	10,888	10,296
Other trading activities	6	271	-	-	271	310
Investments	7	1	-	-	1	1
Total income		<u>336</u>	<u>10,850</u>	<u>65</u>	<u>11,251</u>	<u>10,797</u>
Expenditure on:						
Charitable activities:	8					
Funding for the trust's educational operations		251	10,741	415	11,407	11,096
Total expenditure		<u>251</u>	<u>10,741</u>	<u>415</u>	<u>11,407</u>	<u>11,096</u>
Net movement in funds before other recognised gains/(losses)		<u>85</u>	<u>109</u>	<u>(350)</u>	<u>(156)</u>	<u>(299)</u>
Other recognised gains/(losses):						
Actuarial losses on defined benefit pension schemes	25	-	(388)	-	(388)	(1,414)
Net movement in funds		<u>85</u>	<u>(279)</u>	<u>(350)</u>	<u>(544)</u>	<u>(1,713)</u>
Reconciliation of funds:						
Total funds brought forward		1,439	(5,970)	16,626	12,095	13,808
Net movement in funds		85	(279)	(350)	(544)	(1,713)
Total funds carried forward		<u>1,524</u>	<u>(6,249)</u>	<u>16,276</u>	<u>11,551</u>	<u>12,095</u>

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

The notes on pages 48 to 75 form part of these financial statements.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY

(A company limited by guarantee)

REGISTERED NUMBER: 09174154

BALANCE SHEET
AS AT 31 AUGUST 2020

	Note	2020 £000	2019 £000
Fixed assets			
Tangible assets	15	16,054	16,405
Current assets			
Debtors	16	442	906
Cash at bank and in hand		3,001	2,042
		<u>3,443</u>	<u>2,948</u>
Creditors: amounts falling due within one year	17	(983)	(1,037)
Net current assets		<u>2,460</u>	<u>1,911</u>
Net assets excluding pension liability		<u>18,514</u>	<u>18,316</u>
Defined benefit pension scheme liability	25	(6,963)	(6,221)
Total net assets		<u><u>11,551</u></u>	<u><u>12,095</u></u>
Funds of the Trust			
Restricted funds:			
Fixed asset funds	18	16,276	16,626
Restricted income funds	18	714	251
Pension reserve	18	(6,963)	(6,221)
Total restricted funds	18	<u>10,027</u>	<u>10,656</u>
Unrestricted income funds	18	<u>1,524</u>	<u>1,439</u>
Total funds		<u><u>11,551</u></u>	<u><u>12,095</u></u>

The financial statements on pages 45 to 75 were approved and authorised for issue by the Directors and are signed on their behalf, by:



J Griffin

Chair of the Trust Board

Date: 11 December 2020

The notes on pages 48 to 75 form part of these financial statements.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2020

	Note	2020 £000	2019 £000
Cash flows from operating activities			
Net cash provided by operating activities	20	957	626
Cash flows from investing activities			
	21	2	37
Change in cash and cash equivalents in the year		959	663
Cash and cash equivalents at the beginning of the year		2,042	1,379
Cash and cash equivalents at the end of the year	22, 23	3,001	2,042

The notes on pages 48 to 75 form part of these financial statements

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

1. General information

Saint Nicholas Owen Catholic Multi Academy Company is a private limited company, limited by guarantee, incorporated in England and Wales and domiciled in England.

The company registration number is 09174154 and the registered office is Hagley Catholic High School, Brake Lane, Hagley, Worcestershire, DY8 2XL.

2. Accounting policies

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

2.1 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 2019 to 2020 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

2.2 Going concern

At the time of signing the accounts the trustees have considered the effect of COVID 19 on the going concern position, and consider that this does indicate that the Academy will continue to operate for a period of at least 12 months from the date of signing these accounts due to the level of funding already secured. At the balance sheet date the Academy held significant cash balances. The Academy has significant reserves, enough of which are unrestricted and are sufficient to absorb short-term in year deficits, if required. The financial forecasts prepared show that the Academy will be able to pay its liabilities as they fall due. On this basis the Directors have prepared these financial accounts as a going concern basis.

The Directors do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

2. Accounting policies (continued)

2.3 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.

2.4 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.

2.5 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.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

2. Accounting policies (continued)

2.6 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.

2.7 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:

Depreciation is provided on the following bases:

Long leasehold land	- Over the length of the lease
Long-term leasehold property	- Shorter of 50 years or length of the lease
Furniture and equipment	- Over 5 years
Computer equipment	- Over 5 years
Motor vehicles	- Over 5 years

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.

2.8 Debtors

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

2.9 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.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

2. Accounting policies (continued)

2.10 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.

2.11 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 16. Prepayments are not financial instruments.

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

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

2.12 Operating leases

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

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

2. Accounting policies (continued)

2.13 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.

2.14 Agency arrangements

The multi academy company acts as an agent in distributing 16-19 bursary funds from ESFA. Payments received from ESFA and subsequent disbursements to students are excluded from the statement of financial activities as the trust does not have control over the charitable application of the funds. The trust can use up to 5% of the allocation towards its own administration costs and this is recognised in the statement of financial activities. The funds received and paid and any balances held are disclosed in note 29.

2.15 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 Directors.

Designated funds comprise unrestricted funds that have been set aside by the Directors for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

3. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

The Academy 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 25, 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 2020. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Tangible fixed assets are depreciated over their economic useful lives taking into account residual values where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors.

Critical areas of judgment:

The classification of expenditure between restricted and unrestricted funds is deemed as a critical area of judgment as certain expenditure can be applied to both funds. Where this is the case and the amounts in question are considered material the expenditure is apportioned to both funding streams on an appropriate basis.

The Academy Trust obtains use of fixed assets as a lessee. The classification of such leases as operating or finance lease requires the Academy Trust 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

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

4. Income from donations and capital grants

	Unrestricted funds 2020 £000	Restricted fixed asset funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Donations	26	-	26	30
Capital Grants	-	65	65	161
	<u>26</u>	<u>65</u>	<u>91</u>	<u>191</u>
Total 2019	<u>30</u>	<u>161</u>	<u>191</u>	

5. Funding for the Academy's educational activities

	Unrestricted funds 2020 £000	Restricted funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
DfE/ESFA grants				
General Annual Grant	-	9,327	9,327	8,992
Other DfE/EFA grants	-	1,116	1,116	710
	<u>-</u>	<u>10,443</u>	<u>10,443</u>	<u>9,702</u>
Other government grants				
Other government grants	-	213	213	203
	<u>-</u>	<u>213</u>	<u>213</u>	<u>203</u>
Other funding				
Catering income	-	20	20	32
Music and swimming income	38	-	38	54
Early years	-	102	102	63
School trips	-	72	72	242
	<u>38</u>	<u>10,850</u>	<u>10,888</u>	<u>10,296</u>
Total 2020	<u>38</u>	<u>10,850</u>	<u>10,888</u>	<u>10,296</u>
Total 2019	<u>54</u>	<u>10,242</u>	<u>10,296</u>	

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

6. Income from other trading activities

	Unrestricted funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Other income	139	139	90
Hire of facilities	71	71	94
Before and after school club	61	61	103
Catering profit share	-	-	23
Total 2020	271	271	310

7. Investment income

	Total funds 2020 £000	Total funds 2019 £000
Bank interest	1	1

8. Expenditure

	Staff Costs 2020 £000	Premises 2020 £000	Other 2020 £000	Total 2020 £000	Total 2019 £000
Educational activities:					
Direct costs	7,034	-	592	7,626	7,534
Allocated support costs	1,781	1,107	893	3,781	3,563
Total 2020	8,815	1,107	1,485	11,407	11,097
Total 2019	8,112	770	2,215	11,097	

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

9. Analysis of expenditure by activities

	Activities undertaken directly 2020 £000	Support costs 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Educational activities	7,626	3,781	11,407	11,097
Total 2019	7,534	3,563	11,097	

Analysis of support costs

	Educational activities 2020 £000	Total funds 2020 £000	Total funds 2019 £000
Pension interest	113	113	116
Staff costs	1,781	1,781	1,405
Depreciation	415	415	425
Technology costs	203	203	206
Staff development	31	31	47
Recruitment and support	3	3	12
Maintenance of premises and equipment	311	311	296
Cleaning	151	151	163
Rent and rates	52	52	50
Energy costs	135	135	167
Insurance	43	43	47
Security and transport	5	5	5
Catering	204	204	240
Other support costs	293	293	329
Auditor's remuneration	10	10	19
Professional fees	31	31	36
Total 2020	3,781	3,781	3,563

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

10. Net income/(expenditure)

Net income/(expenditure) for the year includes:

	2020	2019
	£000	£000
Operating lease rentals	5	9
Depreciation of tangible fixed assets	415	425
Fees paid to auditor for:		
- audit	12	14
- other services	6	5
	838	853

11. Staff

a. Staff costs

Staff costs during the year were as follows:

	2020	2019
	£000	£000
Wages and salaries	6,256	6,047
Social security costs	544	497
Pension costs	1,751	1,359
	8,551	7,903
Agency staff costs	264	209
	8,815	8,112

b. Staff numbers

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

	2020	2019
	No.	No.
Teachers	112	103
Administration and support	131	140
Management	11	20
	254	263

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

11. Staff (continued)

c. Higher paid staff

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

	2020	2019
	No.	No.
In the band £60,001 - £70,000	6	4
In the band £70,001 - £80,000	1	-
In the band £80,001 - £90,000	-	1
In the band £90,001 - £100,000	1	-

d. Key management personnel

The key management personnel of the Academy comprise the Directors and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy was £810,000 (2019 £963,000). During the year ended 31 August 2020, the definition of key management personnel was revised to incorporate only the CSEL (new role in 2020), CFO (new role in 2020) and Principal or Head of School roles. Deputy or Vice-Principal posts are no longer considered key management.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

12. Central services

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

- External audit fees
- Internal audit fees
- Accountancy fees (relating to consolidation of accounts)
- Pension returns and audits
- Academy accounts return
- PS Financials licence costs
- School improvement programme
- Central staff salaries and associated costs
- Central office administration (postal costs, photocopying etc)
- Directors meeting costs

The Academy charges for these services on the following basis:

The Directors set an annual Central Services budget for approved centralised arrangements and costs, as part of the normal annual budget setting process. The total net cost of Central Services are then shared equitably amongst all academies within the Company on a pro-rata basis using a per pupil rate.

The per pupil rate for each financial year is calculated as follows:

- The number of funded pupils (pre and post 16), as set out in the relevant ESFA Annual Funding Statement, for each constituent academy within the Company, is added together to arrive at a sum total of funded pupils within Saint Nicholas Owen Catholic Multi Academy Company.
- The approved Central Services budget/cost for distribution, for the related financial year, is divided by the sum total of funded pupils to arrive at a per pupil rate.
- The annual charge against each individual academy will be the product of the per pupil rate multiplied by the number of pupils funded in their respective ESFA annual funding statement.

The actual amounts charged during the year were as follows:

	2020	2019
	£000	£000
St Ambrose Catholic Primary School	40	28
Hagley Catholic High School	262	153
St Joseph's Catholic Primary School	42	30
St Mary's Catholic Primary School	44	29
Our Lady Fatima Catholic Primary School	44	30
St Wulstan's Catholic Primary School	35	24
Total	467	294

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

13. Directors' remuneration and expenses

The company's governing document, its Memorandum and Articles of Association, permits the remuneration of Staff Trustees for fulfilling their roles as teachers and support staff.

One or more Directors has been paid remuneration or has received other benefits from an employment with the Academy. The principal and other staff Directors 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 Directors' remuneration and other benefits was as follows:

		2020	2019
		£000	£000
S Horan (Principal)	Remuneration	90 - 95	80 - 85
	Pension contributions paid	20 - 25	10 - 15
C van Vliet (Principal) (Resigned 31 August 2019)	Remuneration	-	65 - 70
B McArdle (staff) (Term ended 7 December 2018)	Remuneration	-	10 - 15
	Pension contributions paid	-	10 - 15
P Berry (staff) (Term ended 30 November 2018)	Remuneration	-	5 - 10
	Pension contributions paid	-	0 - 5

During the year, retirement benefits were accruing to 1 Directors (2019 - 4) in respect of defined benefit pension schemes.

During the year ended 31 August 2020, no Director expenses have been incurred (2019 - £NIL).

14. Directors' and Officers' insurance

The Academy has opted into the Department for Education's risk protection arrangement (RPA), an alternative to insurance where UK government funds cover losses that arise. This scheme protects Directors 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 Directors and officers indemnity element from the overall cost of the RPA scheme membership.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

15. Tangible fixed assets

	Long-term leasehold property £000	Furniture and equipment £000	Computer equipment £000	Motor vehicles £000	Total £000
Cost or valuation					
At 1 September 2019	17,869	341	150	28	18,388
Additions	-	61	3	-	64
At 31 August 2020	17,869	402	153	28	18,452
Depreciation					
At 1 September 2019	1,631	206	118	28	1,983
Charge for the year	333	65	17	-	415
At 31 August 2020	1,964	271	135	28	2,398
Net book value					
At 31 August 2020	15,905	131	18	-	16,054
At 31 August 2019	16,238	136	31	-	16,405

The school land and buildings are leased from the Birmingham Roman Catholic Diocesan Trustees Registered under 125 year leases running from 1 October 2014, with the exception of Our Lady Fatima Catholic Primary School whose lease runs for 43 years, with a peppercorn rent being charged. On the basis that the Multi Academy Company leases the land and buildings, rather than merely occupying them under license, it is considered to be appropriate to recognise the schools as assets.

16. Debtors

	2020 £000	2019 £000
Trade debtors	40	14
Other debtors	151	664
Prepayments and accrued income	251	228
	442	906

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

17. Creditors: Amounts falling due within one year

	2020	2019
	£000	£000
Trade creditors	310	544
Other taxation and social security	139	127
Pension payable	161	120
Other creditors	30	23
Accruals and deferred income	343	223
	983	1,037
	983	1,037
	2020	2019
	£000	£000
Deferred income at 1 September 2019	144	143
Resources deferred during the year	207	144
Amounts released from previous periods	(144)	(143)
	207	144
	207	144

Deferred income at the balance sheet date is represented by grant funds and other educational activities funds received in advance which relate to activities that will be undertaken during the year ending 31 August 2021.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

18. Statement of funds

	Balance at 1 September 2019 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2020 £000
Unrestricted funds						
Designated funds						
Covid-19	-	-	-	100	-	100
Hagley Sixth Form Project and Capital spend	-	-	-	200	-	200
Merger and Central Office	-	-	-	112	-	112
School Improvement Fund	-	-	-	15	-	15
Our Lady of Fatima - Boiler	-	-	-	48	-	48
	<u>-</u>	<u>-</u>	<u>-</u>	<u>475</u>	<u>-</u>	<u>475</u>
General funds						
General Funds	1,439	336	(251)	(475)	-	1,049
Total Unrestricted funds	<u>1,439</u>	<u>336</u>	<u>(251)</u>	<u>-</u>	<u>-</u>	<u>1,524</u>

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

18. Statement of funds (continued)

	Balance at 1 September 2019 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2020 £000
Restricted general funds						
General Annual Grant (GAG)	251	9,327	(8,864)	-	-	714
Other Dfe/ESFA grants	-	1,116	(1,116)	-	-	-
Other government grants	-	213	(213)	-	-	-
Other restricted funds	-	194	(194)	-	-	-
Pension reserve	(6,221)	-	(354)	-	(388)	(6,963)
	<u>(5,970)</u>	<u>10,850</u>	<u>(10,741)</u>	<u>-</u>	<u>(388)</u>	<u>(6,249)</u>
Restricted fixed asset funds						
Dfe/ESFA Capital Grants	423	65	(83)	-	-	405
Inherited funds	16,203	-	(332)	-	-	15,871
	<u>16,626</u>	<u>65</u>	<u>(415)</u>	<u>-</u>	<u>-</u>	<u>16,276</u>
Total Restricted funds	<u>10,656</u>	<u>10,915</u>	<u>(11,156)</u>	<u>-</u>	<u>(388)</u>	<u>10,027</u>
Total funds	<u><u>12,095</u></u>	<u><u>11,251</u></u>	<u><u>(11,407)</u></u>	<u><u>-</u></u>	<u><u>(388)</u></u>	<u><u>11,551</u></u>

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

18. Statement of funds (continued)

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

The General Annual Grant funding must be used for the normal running costs of the Multi Academy Company in line with the Trust's charitable objects and the terms and conditions of the Multi Academy Company's funding agreement.

Other grants and income, which include other ESFA / DfE grants (including The pupil premium funding which must be used to support children from families on low income or children in care, Universal Infant Free School Meal grants, Teacher Pay grants and Teachers' Pension grants), Local Authority funding, and other restricted income, are all used in accordance with the specific restrictions of the individual grants and funding provided.

The Pension reserve represents the Local Government Pension Scheme deficit.

Restricted fixed asset funds represent the investment in fixed assets, net of accumulated depreciation, and includes the value of fixed assets transferred to the Multi Academy Company on conversion of the Schools within the Multi Academy Company and the value of fixed assets transferred from academies joining the Multi Academy Company in the current or previous years, together with any capital expenditure funded from restricted or unrestricted funds. Unspent capital grants and capital income are also held in this fund and their use is restricted to the capital projects for which the grant awarded.

£100,000 was designated in the year by the Directors to establish a Covid-19 fund, to support the academies with any additional and unplanned costs related to Covid-19.

£200,000 was designated in the year by the Directors to establish a Hagley Sixth Form Project and Hagley Capital fund, to support the future costs associated with planned developments.

£112,000 was designated in the year by the Directors to establish a Merger and Central Offices fund, to support the future costs associated with planned developments.

£15,000 was designated in the year by the Directors to establish a School Improvement Fund, to support the academies with any additional School Improvement needs.

£48,000 was designated in the year by the Directors to establish a Our Lady of Fatima - Boiler fund, to support the future costs associated with planned developments.

Under the funding agreement with the Secretary of State, the Multi Academy Company was not subject to a limit on the amount of GAG it could carry forward at 31 August 2020.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

18. Statement of funds (continued)

Total funds analysis by academy

Fund balances at 31 August 2020 were allocated as follows:

	2020	2019
	£000	£000
Hagley Catholic High School	708	342
Our Lady of Fatima Catholic Primary School	321	345
St Ambrose Catholic Primary School	231	211
St Joseph's Catholic Primary School	213	198
St Mary's Catholic Primary School	448	377
St Wulstan's Catholic Primary School	238	197
Central services	79	20
	<hr/>	<hr/>
Total before fixed asset funds and pension reserve	2,238	1,690
Restricted fixed asset fund	16,276	16,626
Pension reserve	(6,963)	(6,221)
	<hr/>	<hr/>
Total	11,551	12,095
	<hr/> <hr/>	<hr/> <hr/>

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

18. Statement of funds (continued)

Total cost analysis by academy

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

	Teaching and educational support staff costs £000	Other support staff costs £000	Educational supplies £000	Other costs excluding depreciation £000	Total 2020 £000	Total 2019 £000
Hagley Catholic High School	3,571	749	212	756	5,288	5,300
Our Lady of Fatima Catholic Primary School	773	123	51	211	1,158	1,180
St Ambrose Catholic Primary School	637	104	43	149	933	922
St Joseph's Catholic Primary School	624	124	39	159	946	964
St Mary's Catholic Primary School	741	142	48	136	1,067	1,085
St Wulstan's Catholic Primary School	554	86	27	126	793	838
Central services	132	453	11	211	807	382
Academy	<u>7,032</u>	<u>1,781</u>	<u>431</u>	<u>1,748</u>	<u>10,992</u>	<u>10,671</u>

Included in the Central Services other support staff costs and other costs excluding depreciation is £354,000 of LGPS service and interest costs that relate to the MAC as a whole.

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

18. Statement of funds (continued)

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

	Balance at 1 September 2018 £000	Income £000	Expenditure £000	Gains/ (Losses) £000	Balance at 31 August 2019 £000
Unrestricted funds					
General Funds	1,354	394	(309)	-	1,439
	<u>1,354</u>	<u>394</u>	<u>(309)</u>	<u>-</u>	<u>1,439</u>
Restricted general funds					
General Annual Grant (GAG)	-	8,992	(8,741)	-	251
Other Dfe/ESFA grants	-	700	(700)	-	-
Other government grants	-	213	(213)	-	-
Other restricted funds	-	337	(337)	-	-
Pension reserve	(4,436)	-	(371)	(1,414)	(6,221)
	<u>(4,436)</u>	<u>10,242</u>	<u>(10,362)</u>	<u>(1,414)</u>	<u>(5,970)</u>
Restricted fixed asset funds					
Dfe/ESFA Capital Grants	355	161	(93)	-	423
Inherited funds	16,535	-	(332)	-	16,203
	<u>16,890</u>	<u>161</u>	<u>(425)</u>	<u>-</u>	<u>16,626</u>
Total Restricted funds	<u>12,454</u>	<u>10,403</u>	<u>(10,787)</u>	<u>(1,414)</u>	<u>10,656</u>
Total funds	<u><u>13,808</u></u>	<u><u>10,797</u></u>	<u><u>(11,096)</u></u>	<u><u>(1,414)</u></u>	<u><u>12,095</u></u>

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

19. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2020 £000	Restricted funds 2020 £000	Restricted fixed asset funds 2020 £000	Total funds 2020 £000
Tangible fixed assets	-	-	16,054	16,054
Current assets	1,524	1,697	222	3,443
Creditors due within one year	-	(983)	-	(983)
Provisions for liabilities and charges	-	(6,963)	-	(6,963)
Total	1,524	(6,249)	16,276	11,551

Analysis of net assets between funds - prior period

	Unrestricted funds 2019 £000	Restricted funds 2019 £000	Restricted fixed asset funds 2019 £000	Total funds 2019 £000
Tangible fixed assets	-	-	16,405	16,405
Current assets	1,439	1,288	221	2,948
Creditors due within one year	-	(1,037)	-	(1,037)
Provisions for liabilities and charges	-	(6,221)	-	(6,221)
Total	1,439	(5,970)	16,626	12,095

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

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

	2020	2019
	£000	£000
Net expenditure for the period (as per Statement of financial activities)	(156)	(299)
	<hr/>	<hr/>
Adjustments for:		
Depreciation	415	425
Capital grants from DfE and other capital income	(65)	(161)
Interest receivable	(1)	(1)
Defined benefit pension scheme cost less contributions payable	241	255
Defined benefit pension scheme finance cost	113	116
Decrease/(increase) in debtors	464	(15)
(Decrease)/increase in creditors	(54)	306
	<hr/>	<hr/>
Net cash provided by operating activities	957	626
	<hr/> <hr/>	<hr/> <hr/>

21. Cash flows from investing activities

	2020	2019
	£000	£000
Dividends, interest and rents from investments	1	1
Purchase of tangible fixed assets	(64)	(125)
Capital grants from DfE Group	65	161
	<hr/>	<hr/>
Net cash provided by investing activities	2	37
	<hr/> <hr/>	<hr/> <hr/>

22. Analysis of cash and cash equivalents

	2020	2019
	£000	£000
Cash in hand	3,001	2,042
	<hr/>	<hr/>
Total cash and cash equivalents	3,001	2,042
	<hr/> <hr/>	<hr/> <hr/>

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

23. Analysis of changes in net debt

	At 1 September 2019 £000	Cash flows £000	At 31 August 2020 £000
Cash at bank and in hand	2,042	959	3,001
	2,042	959	3,001
	2,042	959	3,001

24. Capital commitments

	2020 £000	2019 £000
Contracted for but not provided in these financial statements		
Acquisition of tangible fixed assets	93,000	-
	93,000	-

25. 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 Worcestershire County Council and the West Midlands Pension Fund. Both are multi-employer defined benefit schemes.

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

Contributions amounting to £161,000 were payable to the schemes at 31 August 2020 (2019 - £120,000) and are included within creditors.

Teachers' Pension Scheme

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

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

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

25. Pension commitments (continued)

Valuation of the Teachers' Pension Scheme

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

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

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

The employer's pension costs paid to TPS in the year amounted to £1,025,000 (2019 - £662,000).

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

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The Academy has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Academy has set out above the information available on the scheme.

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2020 was £574 (2019 - £513,000), of which employer's contributions totalled £475 (2019 - £415,000) and employees' contributions totalled £ 99 (2019 - £98,000). The agreed contribution rates for future years are 20.3 to 22.6 per cent for employers and 5.5 to 12.5 per cent for employees.

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

Principal actuarial assumptions

	2020	2019
	%	%
Rate of increase in salaries	3.60	3.60
Rate of increase for pensions in payment/inflation	2.40	2.20
Discount rate for scheme liabilities	1.70	1.83

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

25. Pension commitments (continued)

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

	2020 Years	2019 Years
<i>Retiring today</i>		
Males	21.9 - 22.6	20.9 - 22.8
Females	24.1 - 25.0	23.2 - 25.8
<i>Retiring in 20 years</i>		
Males	23.8 - 24.2	22.6 - 25.1
Females	26.0 - 27.0	25.1 - 28.2

Sensitivity analysis

	2020 £000	2019 £000
Discount rate +0.1%	(228)	(206)
Discount rate -0.1%	233	208
Mortality assumption - 1 year increase	353	239
Mortality assumption - 1 year decrease	(341)	(234)

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

	2020 £000	2019 £000
Equities	2,332	2,137
Gilts	338	277
Corporate bonds	175	143
Property	249	232
Cash and other liquid assets	208	106
Derivatives	527	368
Total market value of assets	3,829	3,263

The actual return on scheme assets was £210,000 (2019 - £157,000).

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020**

25. Pension commitments (continued)

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

	2020	2019
	£000	£000
Current service cost	(692)	(551)
Past service cost	(24)	(114)
Interest income	58	78
Interest cost	(171)	(194)
Total amount recognised in the Statement of Financial Activities	<u>(829)</u>	<u>(781)</u>

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

	2020	2019
	£000	£000
At 1 September	9,484	7,061
Current service cost	692	665
Interest cost	171	194
Employee contributions	99	98
Actuarial losses	535	1,493
Benefits paid	(213)	(27)
Past service costs	24	-
At 31 August	<u>10,792</u>	<u>9,484</u>

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

	2020	2019
	£000	£000
At 1 September	3,263	2,625
Interest income	58	78
Actuarial gains	147	79
Employer contributions	475	410
Employee contributions	99	98
Benefits paid	(213)	(27)
At 31 August	<u>3,829</u>	<u>3,263</u>

SAINT NICHOLAS OWEN CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

26. Operating lease commitments

At 31 August 2020 the Academy had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2020	2019
	£000	£000
Not later than 1 year	2	5
Later than 1 year and not later than 5 years	1	4
	<hr/>	<hr/>
	3	9
	<hr/> <hr/>	<hr/> <hr/>

27. Members' liability

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

28. Related party transactions

Owing to the nature of the Academy and the composition of the Board of Directors being drawn from local public and private sector organisations, transactions may take place with organisations in which the directors 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.

The MAC paid £8,818 (2019: £7,022) to the Archdiocese of Birmingham for support services. These services are deemed to have taken place at cost in line with the prevailing guidance in the Academy Financial Handbook, relating to services to secure the academy trust's religious character and ethos.

29. Agency arrangements

The multi academy company distributes 16 - 19 bursary funds to students as an agent for the ESFA. In the accounting period ending 31 August 2020 the trust received £14,505 (2019: £13,821) and disbursed £8,045 (2019: £13,983) from the fund. An amount of £15,959 (2019: £9,499) is included in other creditors relating to undistributed funds that is repayable to the ESFA.

30. Post balance sheet events

On 16 July 2020 the West Midlands Headteacher Board approved the merger of Saint Catherine of Siena MAC, a four school primary Trust based in Sandwell with Saint Nicholas Owen MAC. The academy will transfer to St Nicholas Owen MAC.

The expected date of transfer is 1 February 2021, at this point the combined entity will change its name to Emmaus Catholic Multi Academy Company.

