

Company Registration Number: 09174154 (England & Wales)

EMMAUS CATHOLIC MULTI ACADEMY COMPANY

(A company limited by guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2025

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

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REFERENCE AND ADMINISTRATIVE DETAILS

Members

Canon. J. Veasey
E. Kirwan
J. Francis (resigned 18 July 2025)
P. Vella (resigned 18 July 2025)
C. Loughran
K. Gordon
S. Bell

Directors

J Griffin Chair (Chair of Performance Committee)
J Rowe Vice Chair (Chair of Resources & Audit Committee)
C Beech (resigned 19 September 2024)
J Edgecombe (Chair of Compliance Committee)
S Elfrey (appointed 1 September 2024)
A Haynes (appointed 6 September 2024)
P Parry (Chair of Compliance Committee) (resigned 31 October 2024)
A Pearce Co-Opted Director (re-appointed 5 June 2025)
R Reeve (appointed 1 September 2024)
V Wells (appointed 12 February 2025)
I Reed (appointed 12 November 2025)

Company Secretary

Amanda Hodder

Senior management team

Chief Executive Officer

Suzanne Horan

Chief Finance and Operations Officer

Amanda Hodder

Principals:

J Hodgson Hagley Catholic High School
JP Shanahan Our Lady of Fatima Catholic Primary School, appointed 1 September 2024
O O'Beirne Our Lady and St Hubert's Catholic Primary School
A Wishart Our Lady Queen of Peace Catholic Primary School, Interim Principal from 1 September 2024 to 27 April 2025, Interim Head of School from 28 April 2025 to 31 August 2025
P Wheelan Our Lady Queen of Peace Catholic Primary School, Interim Head of School from 1 September 2025
E Brocklesby Executive Principal of St Ambrose Catholic Primary School and St Wulstan's Catholic Primary School
S Laskey St Ambrose Catholic Primary School, Head of School
L Marshall St Francis Xavier Catholic Primary School
K Cairns St George's Catholic Primary School, appointed 1 September 2024
K Brown St Gregory's Catholic Primary School, appointed 8 April 2024
A Carry St Joseph's Catholic Primary School, Droitwich, appointed 1 September 2024
A Wilkes Interim Executive Principal of St Joseph's Catholic Primary School, Stourbridge and St Mary's Catholic Primary School from 1 September 2024 to 23 February 2025, Principal of St Joseph's Catholic Primary School, Stourbridge from 24 February 2025 to 27 April 2025, Interim Executive Principal of St Joseph's Catholic Primary School, Stourbridge and Our Lady Queen of Peace Catholic Primary School from

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	28 April 2025
R Mitchell	St Joseph's Catholic Primary School Stourbridge, Interim Head of School from 1 September 2024 to 23 February 2025 and from 28 April 2025
L Bury	St Joseph's Catholic Primary School, Warndon, Worcester
I Borriello	St Mary's Catholic Primary School
A Lodge	St Mary's Catholic Primary School, Interim Head of School from 1 September 2024 to 23 February 2025
C Hinton	St Philip's Catholic Primary School
E Warnett	St Wulstan's Catholic Primary School, Head of School

Company name

Emmaus Catholic Multi Academy Company

Principal and Registered Office

Registered Office: Hagley Catholic High School, Brake Lane, Hagley, Worcestershire, DY8 2XL

Principal Operating Office: 4 Hagley Court North, Level Street, Waterfront East, Brierley Hill, DY5 1XF

Company Registered Number

[09174154](#)

Independent Auditor

Cooper Parry Group Limited, Cubo Birmingham, 4th Floor, Two Chamberlain Square, Birmingham, B3 3AX

Bankers

Lloyds Bank plc, PO Box 1000, BX1 1LT

Solicitors

Winckworth Sherwood

Minerva House

5 Montague Close

London

SE1 9BB

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2025

The Directors present their annual report together with the financial statements and auditor's report of the charitable company for the period from 1 September 2024 to 31 August 2025. The annual report serves the purposes of a Trustees' report and a Directors' report, including a strategic report, under company law.

As of 1 September 2024, Emmaus Catholic Multi Academy Company (MAC) operates thirteen primary schools, and one secondary school situated within the local authorities of Birmingham, Dudley, Sandwell and Worcestershire as follows:

Primary Schools:

Our Lady and St Hubert's Catholic Primary School, Oldbury (Sandwell LA); This school has capacity for 420 pupils and an additional 26 (FT) pupils in nursery. The October 2024 Census recorded 412 pupils on roll, the January 2025 Census recorded 417 pupils on roll and the October 2025 Census recorded 415 pupils on roll. There were 29 children in attendance in Nursery in October 2024, 31 in January 2025 and 24 in October 2025.

Our Lady of Fatima Catholic Primary School, Birmingham (Birmingham LA) has capacity for 210 pupils. The October 2024 Census recorded 208 pupils on roll, the January 2025 Census recorded 210 pupils on roll and 207 pupils were recorded on roll in the October 2025 Census.

Our Lady Queen of Peace Catholic Primary School, Worcester (Worcestershire LA) has capacity for 210 pupils. The October 2024 Census recorded 174 pupils on roll, the January 2025 Census recorded 170 pupils on roll and the October 2025 Census recorded 160 pupils on roll.

St Ambrose Catholic Primary School, Kidderminster (Worcestershire LA) has capacity for 210 pupils. The October 2024 Census recorded 181 pupils on roll, the January 2025 Census recorded 197 pupils on roll and 190 pupils were recorded on roll in the October 2025 Census.

St George's Catholic Primary School, Worcester (Worcestershire LA) has capacity for 210 pupils. The October 2024 Census recorded 204 pupils on roll, the January 2025 Census recorded 202 pupils on roll and 199 pupils were recorded on roll in the October 2025 Census.

St Gregory's Catholic Primary School, Smethwick (Sandwell LA) has capacity for 210 pupils and an additional 26 (FT) places in nursery. The October 2024 Census recorded 207 pupils on roll, the January 2025 Census recorded 209 pupils on roll and the October 2025 Census recorded 200 pupils on roll. In terms of nursery, in October 2024, there were 15 children in attendance, 18 in January 2025 and 19 in October 2025.

St Francis Xavier Catholic Primary School, Oldbury (Sandwell LA) has capacity for 210 pupils in Reception to Year 6 and an additional 26 (FT) pupils in nursery. The October 2024 Census recorded 185 pupils on roll, 181 pupils in January 2025 and 171 pupils in October 2025. In terms of nursery, in October 2024, there were 15 children in attendance, 18 in January 2025 and 16 in October 2025.

St Joseph's Catholic Primary School, Droitwich (Worcestershire LA) has capacity for 210 pupils. The October 2024 Census recorded 185 pupils on roll, the January 2025 Census recorded 184 pupils on roll and 181 pupils were recorded on roll in the October 2025 Census.

St Joseph's Catholic Primary School, Stourbridge (Dudley LA) has capacity for 210 pupils. The October 2024 Census recorded 199 pupils on roll, the January 2025 Census recorded 200 pupils on roll, with 197 in October 2025 Census.

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St Joseph's Catholic Primary School, Warndon (Worcestershire LA) has capacity for 420 pupils. The October 2024 Census recorded 334 pupils on roll, the January 2025 Census recorded 335 pupils on roll and 289 pupils were recorded on roll in the October 2025 Census.

St Mary's Catholic Primary School, Brierley Hill (Dudley LA) has capacity for 210 pupils. The October 2024 Census recorded 195 pupils on roll, the January 2025 Census recorded 199 pupils on roll and 185 pupils were recorded on roll in the October 2025 Census.

St Philip's Catholic Primary School, Smethwick (Sandwell LA) has capacity for 210 pupils and an additional 26 (FT) pupils in nursery. The October 2024 Census recorded 201 pupils on roll, the January 2025 Census recorded 210 pupils on roll and the October 2025 Census recorded 185 pupils on roll. In terms of nursery, in October 2024, there were 10 children in attendance, 6 in January 2025 and 13 in October 2025.

St Wulstan's Catholic Primary School, Stourport-on-Severn (Worcestershire LA) has capacity for 210 pupils. The October 2024 Census recorded 136 pupils on roll, the January 2025 Census recorded 132 pupils on roll and the October 2025 Census recorded 111 pupils on roll.

Secondary School:

In line with the School funding agreement, **Hagley Catholic High School, Hagley** (Worcestershire LA) has a planned capacity of 1,033 in the age range of 11 – 18. The October 2024 Census recorded 1,121 pupils on roll, the January 2025 Census recorded 1,113 pupils on roll and the October 2025 Census recorded 1,096 pupils on roll.

The combined capacity of all thirteen primary schools from Reception to Year 6 is 3,150 pupils. The capacity of the secondary school is 1,033. The total combined capacity of all fourteen schools from Reception to age 18 is 4,183. The total number of pupils on roll at the fourteen schools, Reception to Year 13, as of October 2025 was 3,786 (3,959 in January 2025 and 3,942 in October 2024). The total number of pupils from nursery to Sixth Form attending Emmaus schools as of October 2025 is 3,858.

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 central Worcester in the south.

Pupils are admitted in accordance with the admission arrangements published on each respective member school website. The admission authority is the Board of Directors of Emmaus Catholic MAC. The Board delegates the responsibility for the admissions process to the Local Governing Body of each respective school. 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 website, 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

Constitution

Emmaus 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.

Emmaus Catholic Multi Academy Company is one of many Catholic Multi Academy companies that operate within the Birmingham Diocese of the Catholic Church. From 1 February 2021 new Articles of Association were adopted. The Directors of Emmaus Catholic Multi Academy Company are also the Directors of the charitable company for the purposes of company law. The charitable company is known

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as Emmaus Catholic Multi Academy Company. A copy of related documents can be found on the company website <http://www.emmausmac.com>.

Details of the Directors who served throughout the year and to the date of approval of this report and the financial statements are included in the Reference and Administrative Details on page 1.

Members' Liability

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

Directors' Indemnities

The Multi Academy Company has opted into the Department for Education's Risk Protection Arrangement ('RPA'), an alternative to insurance where UK government funds cover losses that arise. The scheme protects Members, Directors and Local Governing Body 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.

Method of Recruitment and Appointment or Election of Directors

The Articles of Association detail the type, number and process of appointing Directors. The minimum total number of Directors is three but there is no maximum specified (Article 45).

All Directors must, upon appointment, or election, and before exercising any duties, sign a written undertaking to 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) to uphold the Objects of the Multi Academy Company.

Subject to Articles 48 to 49 and funding agreement, the Company shall have the following Directors:

- such number of Foundation 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 Director shall be or become an employee of the Company;
- a minimum of two Parent Directors appointed by the Directors whether after election or otherwise under Articles 53-56 in the event that no provision is made under Article 101, or is planned, for at least two Parent Local Governors on each Local Governing Body established under Article 100 (a);
- Co-opted Directors appointed under Article 58.

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

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

The term of office for any Director is four years or a shorter period if specified at the time of appointment by the person or body appointing, save that this time limit does not apply to the Co-opted Directors or to any post which is held ex-officio. Co-opted Directors shall be appointed for a period of one year. Subject to remaining eligible to be a particular type of Director, any Director may be reappointed or re-elected.

When appointing new Directors, the Board of Directors give consideration to the skills and experience mix of existing Directors in order to ensure the Board of Directors has the necessary skills to contribute fully to the Multi Academy Company's ongoing development and the Board skill set and requirements are

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reviewed at least annually. Directors recognise the importance of reviewing the effectiveness of the Board and commissioned an external governance review which took place during the Autumn Term 2023.

Policies and Procedures Adopted for the Induction and Training of Directors/Local Governing Body Members

New Directors and Local Governing Body members are written to formally on appointment and, in addition to information from the Archdiocese of Birmingham, are provided with copies of such documents as: the Articles of Association, The Master Funding Agreement, The Supplemental Funding Agreement which they will have read and understood. They are given access to a dedicated web portal (Governor Hub/Microsoft Teams) 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 provided through e-learning and online courses via the National College and the NGA. Directors and Local Governing Body Representatives are encouraged to attend training events, but some training is deemed compulsory, and attendance/participation is therefore, a requirement e.g. Safeguarding, Online Safety, Safer Recruitment. Key governance members are provided with the opportunity to network and to contribute to strategic leadership through targeted group meetings of Local Governing Body Chairs and school Principals.

For new 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 to need.

A bespoke governance development programme is operated throughout the year which allows Directors to meet informally as a team for training, so as to keep the 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.

Organisational Structure

Emmaus Catholic MAC comprised the following individual schools at 31 August 2025:

- Hagley Catholic High School, Hagley
- Our Lady and St Hubert's Catholic Primary School, Oldbury
- Our Lady of Fatima Catholic Primary School, Birmingham
- Our Lady Queen of Peace Catholic Primary School, Worcester
- St Ambrose Catholic Primary School, Kidderminster
- St George's Catholic Primary School, Worcester
- St Gregory's Catholic Primary School, Bearwood
- St Francis Xavier Catholic Primary School, Smethwick
- St Joseph's Catholic Primary School, Droitwich
- St Joseph's Catholic Primary School, Stourbridge
- St Joseph's Catholic Primary School, Warndon, Worcester
- St Mary's Catholic Primary School, Brierley Hill
- St Philip's Catholic Primary School, Smethwick
- St Wulstan's Catholic Primary School, Stourport-on-Severn

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The work of the Directors during 2024/25 included responsibility for the overall strategic direction of the Company, 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.

During the academic year 2024/25, the Board of Directors met seven times as a Full Board. The Board of 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 Directors 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 Directors may from time to time establish working groups to perform specific tasks over a limited timescale.

There are three Committees of the Board of Directors:

- Compliance Committee
- Performance Committee
- Resources and Audit Committee

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

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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 Emmaus Catholic Multi Academy Company schools and make recommendations to sustain, nourish and develop it further in line with the Catholic Schools' Inspection framework • consider the schools' performance [attainment /pupil progress/ safeguarding/ Ofsted/CSI gradings] and to assess their implications for the Company • contribute to the formulation of each School 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 Local Governing Bodies on issues relating to the educational character and mission of member schools • receive and consider reports from the CEO as internal SIP and any other appointed School Improvement Partners and to oversee the implementation of their recommendations and to review, in conjunction with the relevant LGB, CEO and Principal, their impact • have strategic oversight of standards and performance across all Emmaus 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 CSI 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 CEO and for Principals as delegated to the CEO • 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 LGBs as required • monitor the effective and consistent implementation of Company policies and procedures • monitor the effectiveness of schools and LGBs 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 LGBs on risk management • monitor the Company's compliance with regulations together with adherence to both Charity and Company law <p>Safeguarding</p> <ul style="list-style-type: none"> • 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 School 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 • liaise 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

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Overall control and decision making are reserved to the Full Board of Directors as outlined in the Articles of Association and Scheme of Delegation.

The Directors have devolved the day-to-day management of the Multi Academy Company to the Executive Team, led by the Chief Executive Officer, who is supported by school (Executive) Principals and such central team staff as the Chief Finance and Operations Officer, the MAC School Improvement Lead and the MAC Inclusion Lead. The Chief Executive Officer line manages some of the Central Team staff and the (Executive) Principals in each of the Emmaus schools. The Senior Leadership Team (SLT) of individual schools generally comprises (Executive) Principal, Head of School or Vice Principal and each school Business Manager/Partner where applicable.

The Chief Executive Officer works on behalf of the Directors to ensure that the strategic vision of the Multi Academy Company is realised. The Chief Executive Officer, as the Multi Academy Company's Accounting Officer, has overall responsibility for the day-to-day financial management of the Multi Academy Company. The Chief Executive Officer is also directly responsible for the development progress and attainment of pupils within the MAC and works collaboratively with leaders, staff and pupils in all Emmaus schools on improving quality of education including teaching and learning, curriculum, assessment and outcomes. The Chief Executive Officer ensures that the policies laid down by the Multi Academy Company, DfE, ESFA and other statutory procedures are implemented and reports back to the Board on performance.

The Board of Directors delegates a number of functions to the Local Governing Body for each of its schools as laid out in the Schemes of Delegation. This includes reviewing the SEF, School Development Plans and budgets, ensuring statutory requirements are met, monitoring progress against targets and Ofsted/CSI standards and overseeing parent and community liaison. There are also regular opportunities for the Chair of each Local Governing Body to meet with the Chair of the Board, Vice Chair and Chief Executive Officer to ensure effective communication and at all levels in line with the MAC communication strategy.

Arrangements for Setting Pay and Remuneration of Key Management Personnel

The Directors consider the Board of 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 Directors give of their time freely and no Director received any remuneration in the current or prior year. Details of Directors' remuneration and expenses are disclosed in note 12 of the financial statements respectively.

The pay of the senior management team is reviewed annually by the Board of Directors' Pay Committee in line with the Multi Academy Company's pay and remuneration policy and by reference to published pay scales for both teaching and administrative support staff and, where applicable, by reference to available information on similar roles in other similar sized Academy Trusts and advice from the MAC external HR provider.

Trade Union Facility Time

Relevant union officials

Number of employees who were relevant union officials during the relevant period	Full-time equivalent employee number
8	7.4

Percentage of time spent on facility time

Percentage of time	Number of employees
0%	1
1%-50%	0

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51%-99%	0
100%	0

Percentage of pay bill spent on facility time

Total cost of facility time	£198.94
Total pay bill	£20,570,023.82
Percentage of total pay bill spent on facility time	0.001%

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours	100%
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Related Parties and Other Connected Charities and Organisations

The Board of Directors, Local Governing Body members, executive and senior leaders complete a pecuniary interest and related party declaration on an annual basis which sets out any relationship with the MAC that is not directly related to its duties as a Board/LGB member or executive/senior leader. Each person is required to declare a potential 'conflict of interest' if it arises between such declarations. Once such a declaration is made, the person takes no further part in any decision relating to the matter declared.

Owing to the nature of the MAC and the composition of the Board of Directors being drawn from local public and private sector organisations, transactions may take place or there may be a relationship with organisations in which the Directors have an interest. A Register of Interests is, therefore, included on the Emmaus Catholic MAC website and individual school websites.

Hagley Catholic High School has continued its relationship with the Four Stones MAT (Haybridge High School and Sixth Form and King Charles I School) in order to provide broad and balanced Sixth Form provision for our students. The MAC has a relationship with Haybridge Teaching School Hub and the Chief Executive Officer sits on the Strategic Board. The MAC also has a relationship with various other teacher training providers such the Bishop Challoner Training School Alliance and Newman University.

The Archdiocese of Birmingham, including the Diocesan Education Service, is a related party with whom transactions are undertaken. The transactions support school improvement including development of the religious character/nature of the schools.

Engagement with Employees (including Disabled Persons)

Emmaus Catholic MAC recognises that effective and regular communication with employees is essential for both the efficient operation of the company and positive employee relations. Therefore, all staff are regularly briefed by senior leaders through face-to-face meetings, employee email and regular bulletins and trade unions, as appropriate to the issue and setting.

All updated or new policies relating to staff are accessible to all employees via 'The School Bus (now known as The National College)', the company policy management system and staff are required to sign electronically to confirm that they have read, understood, and will comply with the relevant policies. 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 setting at which they work. This is delivered through staff meetings led by the executive or senior leadership team, consisting of 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. Emmaus Catholic MAC is an equal opportunities employer and is committed to equal

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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, 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. Applications for employment by disabled persons are always fully considered, bearing in mind the aptitudes of the applicant concerned.

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 Directors of Emmaus 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 2025 as reflected in our Strategic Plan.

The Strategic Plan has been designed to secure and preserve high quality and flourishing 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 Academy Trust 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 Directors intends to behave responsibly and ensure that management operate the company in a responsible manner, in accordance with the Nolan Principles and any other requirements set out by the Diocese, DfE, and Academy Trust Handbook, and in doing so will contribute to the effective delivery of our Strategic Plan.

OBJECTIVES AND ACTIVITIES

Objects and Aims

The principal object and aims of Emmaus Catholic Multi Academy Company are specifically restricted to the following: to advance for the public benefit education in the United Kingdom, in particular but without prejudice by establishing, maintaining, carrying on, managing and developing Catholic schools, offering a

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broad range of curriculum and conducted as Catholic schools in accordance with the code of Canon Law of the Latin Church and the doctrinal social and moral teachings of the Catholic Church. We follow the directives and policies issued by the diocesan bishop to ensure that the formation, governance and education of our Multi Academy Company schools are based on the principles of Christian 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.

In the Summer Term 2024, an adapted mission, vision and values were consulted on and agreed with a company-wide launch in September 2024 as outlined below:

Motto:

Our Journey with Christ

Mission:

As a family of schools, united in Christ and working together as one, we exist to deliver excellent Catholic education and faith formation to every young person, in every school, every day.

Vision:

Transforming Lives: inspiring ambition and empowering young people to change the world.

Values:

S	Serving Together: We believe that by working and serving together as a family of schools, we can achieve more, by accelerating school improvement, excellence across our schools and wider organisation, thus creating more opportunities for lifelong success for our young people. We recognise the Christian call to serve within our schools and wider communities. By caring for others and putting their needs first, we acknowledge the gifts God has given us and recognise Christ in those we meet. We will work with others beyond our network to create capacity in the sector to benefit more young people and communities.
H	High Expectations: We maintain High Expectations in all we do, and are ambitious for ourselves, our communities and our environment. We accept nothing but the best.
I	Inclusion: We care deeply about every member of our community and make every effort to ensure a deep sense of belonging. We work hard to promote inclusion, remove disadvantage and reject discrimination to create equity of opportunity.
N	Nurturing Faith: We are committed to an ethos in which the Gospel message is proclaimed, community in Christ experienced, service to each other and the wide world community is recognised, and thanksgiving and worship of our God is nurtured.
E	Excellence: Through excellent leadership, teaching and outcomes in every school, we support all young people to achieve their potential.

Following the launch of the new BDES mission in the academic year 2024/25, from September 2025, Emmaus Catholic MAC has aligned its mission with that of the BDES: **Forming Christ-centred pilgrims of hope with kind hearts, questioning minds, a thirst for knowledge and a hunger of justice.** The MAC has also retained its motto and the SHINE values.

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Along with our mission and vision, our values drive our culture and strategic approach as set out at MAC wide level through the Strategic Plan and Operational Development Plan and at individual school level via the School Development Plan (SDP).

Each school 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 relevant school.

Public Benefit

The Multi Academy Company aims to advance for the public benefit education in Birmingham, Dudley, Sandwell and Worcestershire, offering a broad curriculum and an excellent education environment for its pupils.

Examples of additional activities offered within our local communities during the academic year 2024/25 include:

- Extra-curricular activities for all students
- Breakfast clubs and after school clubs
- Nursery education
- Holiday activities programmes
- Parental engagement sessions
- External professional services

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 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.

STRATEGIC REPORT

ACHIEVEMENTS AND PERFORMANCE

As of 1 October 2025, the MAC is in its eleventh year of operation since conversion to a Multi Academy Company, having grown to a MAC of 14 schools as of 1 September 2024.

Emmaus Catholic Multi Academy Company is passionate about continuous improvement and continues to draw on internal and external best practice in addition to latest research and innovation to make a positive difference for the children and families we serve. Continuous school improvement is achieved in a number of ways, including improvement planning, review meetings, continuous professional development and formation (CPDF), lesson observations, learning walks and drop-ins, performance management, coaching and mentoring, self-evaluation, data analysis and action planning. There are an

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increasing number of cross-MAC school improvement initiatives in operation to add capacity, expertise and consistency to our various teams of colleagues. Our school improvement judgements and practices are validated by an external School Improvement Partner who is an Ofsted trained Lead Inspector.

The Central Team structure, together with operating systems and processes, are under constant review and, where necessary, changes have been made to support the organisation in achieving greater efficiencies, effectiveness and best value. Examples of this include the phased centralisation of finance, a common operating model for governance and working towards a common set of MAC policies.

Emmaus Catholic MAC is fully committed to talent management and has developed an integrated approach to school improvement, outlining a commitment to staff professional development at MAC, school and individual level. Central to this approach is the commitment to supporting more staff to obtain formal professional qualifications, the development of a coaching culture and the introduction of sustainable leadership induction programmes.

During 2024/25, the MAC focused on the following strategic priorities:

Catholic Life and Mission:

In this Year of Jubilee, the MAC accepted the Diocesan Challenge to pray more together as a MAC, to fundraising and social action.

Quality of Education:

EYFS Development – pupils receive the fundamentals of an excellent education.

Curriculum Development – every school has an excellent curriculum endorsed by external experts.

Catholic Social Teaching is interwoven through our curriculum Plans from EYFS to Post-16.

Parents would recommend their child's school to another parent.

Emmaus 90%+ - pupils receive the fundamentals of an excellent education and, as an aspirational target, achieve 90%+ in ELG, Phonics, KS2 SPAG, Reading, Writing, Maths and RWM combined, and at Grade 4 or above in English and Maths.

Inclusion:

Special Educational Needs

Pupils with SEND receive an excellent education in Emmaus schools.

Behaviour and attitudes

Pupils are in school and learning every day.

Key achievements as a MAC as a result of our collaborative work include:

Catholic Life and Mission: Praying together more, Fundraising and Social Action

During the academic year 2024/25, Emmaus schools collaborated to produce a MAC-wide Advent service, with each school contributing a section of the Christmas story. This was recorded and shared across all schools, ensuring that every pupil could engage fully in prayer and worship. This same model was then used in Lent with schools uniting to present the Stations of the Cross, deepening pupils' understanding of the Easter story, giving them time to reflect the events over Lent and Easter. These approaches embody the Diocesan priority of strengthening Catholic worship and prayer by enabling participation at scale whilst ensuring the richness of local school practice also shines through.

Virtual Pilgrimages

During 2024/25 virtual pilgrimages were introduced across Emmaus schools to include the Road to Emmaus, the Journey of Mary and Joseph to Bethlehem and the Journey of the Three Kings. By incorporating parishes, priests and parishioners, these pilgrimages link schools more closely with local

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parish communities, reflecting the Diocesan call to strengthen parish-school relationships and widening the circle of participation in prayer.

Formation of Staff and Spiritual Growth

Staff formation has been strengthened across the MAC through Ten:Ten Resources which offer:

Daily prayer resources to guide personal reflection.

Structured opportunities for staff to “switch off” and be still in the presence of God.

A framework for ongoing spiritual development, aligning with Diocesan emphasis on ensuring adults in our schools are continually nurtured in their own faith journeys.

The creation of a virtual MAC-wide prayer book written collaboratively by subject hubs, has supported prayer in professional meetings and within our school communities. By focussing on the Year of Hope, this collective resource ensures that every gathering is rooted in prayer and reflection.

Embedding Catholic Social Teaching in the Curriculum

Time was dedicated, during one of our MAC-wide Inset days, to exploring how Catholic Social Teaching (CST) permeates every subject area. Staff considered how such principles as solidarity, human dignity, stewardship, and the common good could be lived out through the curriculum. This has led to stronger links between pupil experiences of CST and their classroom learning. Emmaus schools are not only providing discrete CST opportunities (e.g. charitable projects, community service) but also embedding the principles into how pupils learn, discuss and act within their subjects. This reflects the Diocesan call for Catholic schools to ensure pupils are formed as faith-filled compassionate and active citizens who understand their responsibility to the wider world.

Celebrating Catholic Life Across the MAC

Across Emmaus the strength of our Catholic Life lies in our unity of purpose: schools working together, staff supporting each other's formation and pupils experiencing a shared identity rooted in Christ. These collaborative initiatives demonstrate how we are not only meeting Diocesan priorities but exceeding them by building creative, collaborative and sustainable practices that enrich the Catholic Life of every school community.

Quality of Education:

EYFS Development – pupils receive the fundamentals of an excellent education

The collective evidence across all fourteen Emmaus schools shows that our Early Years' settings are building the essential foundations of learning with success and ambition.

Children are growing up in environments where:

- Reading is celebrated, phonics is taught systematically, and a love of language is evident;
- Mathematics is practical, language-rich and rooted in fluency and reasoning;
- Writing and fine motor skills are nurtured from the start, thus reducing barriers;
- Inclusion is a lived reality with pupils and high needs meaningful integrated and supported; and
- Classrooms are calm and purposeful and prepare children exceptionally well for Year 1.

Curriculum Development – every school has an excellent curriculum endorsed by external experts

We have multiple examples across our schools of curriculum breadth, sequencing and ambition being explicitly recognised by external consultants and/or via Ofsted/CSI visits.

Schools are embedding progression frameworks and ‘Getting Year X Ready’ documentation, ensuring clarity of expectation at transition points.

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Subject leadership is growing in strength, with leaders confidently articulating knowledge progression and assessment endpoints.

Catholic Social Teaching is interwoven through our curriculum Plans from EYFS to Post-16. Our schools are consistently and increasingly embedding within the curriculum and enrichment opportunities links to community, service, dignity and justice. Collective worship, RSHE and wider curriculum enrichment demonstrate that CST is a lived framework guiding planning and teaching across phases.

The Summer 2025 Emmaus MAC parental survey evidenced that 90% of Emmaus parents would recommend their child's school to another parent.

Emmaus 90%+ - pupils receive the fundamentals of an excellent education and, as an aspirational target, achieve 90%+ in ELG, Phonics, KS2 EGPS, Reading, Writing, Maths and RWM combined, and at Grade 4 or above in English and Maths. The Emmaus schools achieving 90%+ in the summer 2025 were as follows:

<u>Phonics</u>			
St Francis Xavier:	95%		
<u>KS2 EGPS</u>			
St George's:	100%	Our Lady of Fatima:	93%
<u>KS2 Reading</u>			
Our Lady of Fatima:	97%	St George's:	90%
St Joseph's, Stourbridge:	90%		
<u>KS2 Writing</u>			
St Gregory's:	90%		
<u>KS2 Maths</u>			
St George's:	97%		

Pupils with SEND receive an excellent education

A MAC Inclusion Lead was appointed in January 2025 which has strengthened both expertise and provision across the MAC.

Our monitoring and external reports demonstrate that significant work continues in all Emmaus schools to ensure that pupils with SEND are accessing the full curriculum in lessons with scaffolding and adaptive support.

External reports note the strength of the inclusive culture and positive staff relationships in Emmaus schools which fosters a greater sense of belonging.

Provision map by Edukey is now in place for all Emmaus schools and, as of September 2025, all schools are using common Emmaus templates for plans and provision which will see improved provision for pupils.

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Behaviour and attitudes

Pupils are in school and learning every day

We are committed to attendance being everyone's responsibility. We aim for all pupils to be in school and learning every day and recognise the importance of a culture of belonging so that all young people feel welcome and want to attend school.

Attendance is rigorously tracked in every school by the senior leaders and across the MAC overall by the MAC Executive Education Team. Where it is identified that there is a need for improvement in an individual school or across specific pupil groups, a robustly monitored action plan is put in place to bring about improvement. Attendance will continue to be a MAC priority in 2025/26. Four Emmaus schools have been offered the opportunity to take part in the Behaviour and Attendance Hub programme and we look forward to collaborating with other settings and sharing ideas on how attendance can be improved further in those four schools, but also in all Emmaus schools.

Key Performance Indicators

The data below shows the current grading of each of our schools and the date of the most recent published inspection reports:

Academy	Date of Inspection	Ofsted Grading
Hagley Catholic High School	March 2025	Good
Our Lady of Fatima Catholic Primary School	November 2023	Requires Improvement
Our Lady Queen of Peace Catholic Primary School	November 2023	Good
St Ambrose Catholic Primary School	November 2022	Good
St George's Catholic Primary School	October 2023	Good
St Gregory's Catholic Primary School	July 2024	Outstanding
St Joseph's Catholic Primary School, Droitwich	June 2022	Requires Improvement
St Joseph's Catholic Primary School, Stourbridge	February 2023	Good
St Joseph's Catholic Primary School, Worcester	December 2022	Good
St Mary's Catholic Primary School	March 2023	Good
St Philip's Catholic Primary School	May 2024	Good

St Francis Xavier Catholic Primary School was inspected on 1 and 2 October 2024 and moved from Requires Improvement to Good in each category of Quality of Education, Behaviour and Attitudes, Personal Development, Leadership and Management and Early Years.

Our Lady and St Hubert's Catholic Primary School was inspected on 28 and 29 January 2025 and achieved a Good outcome in each category of Quality of Education, Behaviour and Attitudes, Personal Development, Leadership and Management and Early Years.

St Wulstan's Catholic Primary School was inspected on 11 and 12 February 2025 and moved from Requires Improvement to Good in each category of Quality of Education, Behaviour and Attitudes, Personal Development, Leadership and Management and Early Years.

Where any of our schools have achieved an Ofsted grade of less than Good, immediate and rapid action has been taken to address any areas requiring improvement.

All Emmaus schools are currently graded as Good or better in the Catholic Schools Inspection (CSI).

Individual School Achievements

The summaries below outlines an evaluation of each school's key achievements against its 2024/25 School Development Plan:

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Hagley Catholic High School:

Hagley Catholic High School has had another fabulously successful year capped off in the Spring Term with our inspection from Ofsted that recognised we had “taken effective action to maintain the standards identified at the previous inspection” and highlighted a number of strengths:

- The school very effectively balances support for pupils’ personal development, with their academic success.
- The school has high expectations of all pupils. Teachers deliver lessons that support pupils in securely building their skills and knowledge. Pupils achieve well.
- There is a calm, purposeful and orderly environment in the school. Pupils are well behaved, respectful and courteous.
- Teachers use their strong subject knowledge to ensure pupils have a precise understanding of key concepts.
- Pupils with special educational needs and/or disabilities (SEND) are well supported.
- Pupils, including those with SEND and disadvantaged pupils produce high quality work.

Key foci this year have been our work on embedding formative assessment in the first year of our partnership with SSAT and working to enhance teaching practice and pedagogy. Year 1 has been a great success and the impact in staff’s professional development and in the classroom is evident for all to see, not least during inspection. Students’ learning is more vibrant and passivity is reducing consequently.

In this year of Jubilee as Pilgrims of Hope, and a new PICCL taking the reins last September, we have seen further growth in the strength of our Catholic Life and Mission. More students are involved in Chaplaincy across the school than ever before, new retreats have been added to our provision with Year 9 students returning to Soli House this year to complement our Briars Retreat in Year 7. Catholic Social Teaching in action has seen our charitable efforts double in support of Father’s Hudson’s Caritas, Brushstrokes, CAFOD and Soles for Souls as we donate our unwanted footwear to Gambia and take all children on a Pilgrims of Hope walk and prayer in the local countryside.

James Hodgson, Principal

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Our Lady and St Hubert's Catholic Primary School:

This year's Ofsted inspection, our first as a two-form entry school, judged us highly and highlighted several strengths. Inspectors praised our inclusive, community-centred ethos where pupils are proud to belong. Rigorous attendance monitoring keeps rates above 95%, and a calm, orderly climate means children feel safe, behave courteously, and respect adults and peers.

Early, systematic phonics teaching with carefully matched books has lifted reading fluency and enjoyment; 81% of pupils now achieve age-related expectations. Our knowledge-rich curriculum is broken into clear, progressive steps so learners continually revisit and connect concepts—linking, for example, Egyptian and Mayan civilisations—to build secure, long-term memory. A comprehensive personal-development programme promotes healthy relationships, equality, democracy, and wellbeing, preparing pupils to become principled citizens.

Catholic life flourishes through close partnership with the Parish. Shared Masses, carol services and a community lunch have deepened faith bonds and strengthened the school's role as a hub of hope. Guided by Catholic Social Teaching, pupils lead food-bank collections, charity drives and other service projects, while the school offers practical aid to families experiencing hardship, especially at Christmas. These actions cultivate compassion, reinforce spiritual identity and deliver real support to those in need.

Mental-health provision has been significantly expanded through the NHS Reflexions programme. Weekly one-to-one and small-group CBT sessions for pupils and parents, plus staff training and termly workshops, are boosting wellbeing across the community. Parents report greater confidence, teachers notice sharper concentration, and targeted pupils make measurable gains in reading and mathematics, demonstrating that robust social-emotional support fuels academic progress.

Inspired by the Jubilee Year, pupils intensified their social action by collecting toiletries, clothing, toys and food for local charities and organising fundraising events. Their leadership has provided tangible assistance to vulnerable families, strengthened community cohesion and deepened their commitment to stewardship of people and planet.

Together, these achievements show that academic excellence, holistic care and Catholic mission are fully integrated at Our Lady and St Hubert's, driving rising standards, stronger family partnerships and a vibrant, outward-looking school community.

Olga O'Beirne, Principal

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Our Lady of Fatima Catholic Primary School:

Throughout the academic year, Our Lady of Fatima has demonstrated a commitment to excellence across spiritual, academic, and pastoral domains. The school's embrace of the Jubilee Year theme, *Pilgrims of Hope*, has been reflected in pupils' active participation in social action initiatives including CAFOD's Lent Walk, Father Hudson's Caritas Reverse Advent Appeal, and local outreach through the distribution of happiness cards and flowers. These efforts have strengthened the pupils' understanding and application of Catholic Social Teaching principles, which are embedded in curriculum planning. This has been supported by our partnership with OneLife Music who have provided regular opportunities for spiritual retreats for both staff and pupils throughout this jubilee year.

Academic achievement has notably improved due to the successful implementation of the I Am A Clever Writer (IAACW) strategy. From the Early Years Foundation Stage (EYFS), pupils have acquired accurate pencil grasp and letter formation, supporting readiness for Key Stage 1. Across all year groups, pupils now demonstrate pride in their written work, leading to increased confidence, improved handwriting, and independent writing, particularly among previously reluctant writers.

Pupil voice consistently indicates high levels of satisfaction and engagement with school life, contributing to outstanding attendance figures. Department for Education (DfE) comparisons place the school first among twenty similar schools nationally, with no significant gap between vulnerable and non-vulnerable pupils. Persistent Absence has decreased to 3.3%, positioning the school in the 97th percentile nationally, thanks to inclusive attendance training and a whole-school approach to attendance where responsibility for improving attendance is shared amongst all staff.

Behaviour for learning is exemplary and underpins high academic standards. End of Key Stage 2 outcomes show that 97% of pupils achieved the expected standard in reading and 93% in grammar, punctuation, and spelling (GPS), aligning with the Emmaus 90%+ performance targets. Mathematics (87%) and writing (83%) are trending positively. Overall, 77% of pupils met the expected standard in reading, writing, and mathematics combined,

The school continues to foster a nurturing, inclusive, and high-performing environment where pupils thrive spiritually, academically, and personally.

John-Paul Shanahan, Principal

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Our Lady Queen of Peace Catholic Primary School:

Quality of Education

OLQP staff have fully embraced the training and guidance provided, aligning our practice with the Emmaus curriculum models in humanities, the "I am a Clever Writer" approach, and the Maths Mastery Programme. This alignment has strengthened the consistency and ambition of our curriculum offer, ensuring all pupils receive the high-quality education they need and deserve. As a result, already strong standards of attainment continue to rise.

Behaviour and Attitudes

New leadership this year has driven significant improvements in behaviour by revising the Inclusion and Behaviour Policy, introducing a Reset Room to support restorative practice, and enhancing communication with parents. These actions have promoted greater consistency in behaviour management across the school. The impact has been clear: pupils demonstrate excellent behaviour for learning, as confirmed through recent quality assurance by the Emmaus School Improvement Partner.

Catholic Life and Mission – The Big Lent Walk (CAFOD)

On 4th April 2025, the whole school community, including governors and parishioners, took part in the CAFOD Big Lent Walk, inspired by a preparatory visit from Sister Eleanor of CAFOD. The event deepened pupils' understanding of global Catholic solidarity, promoted faith in action, and raised over £400. It also encouraged inter-generational fellowship and a shared sense of mission.

Royal Life Saving Society Water Smart Schools Award/School Games Mark Gold Award

OLQP achieved the Gold RLSS Water Smart Schools Award through a robust submission, showcasing swimming lessons from Year 1–6, water safety education across all key stages, and enrichment activities such as Bell boating, rowing, and raft building. As a school located in Worcester, a river city, this initiative equips pupils with essential water safety skills. It fosters confidence and a respectful understanding of God's creation, encouraging safe and joyful interaction with natural environments.

We were delighted to achieve the School Games Mark Gold Award for the second year and will be applying for the Platinum award next year; highlighting our commitment to inclusive and high quality PE and School Sport.

Anthony Wilkes, Interim Executive Principal
Angela Wishart, Interim Head of School

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St Ambrose Catholic Primary School:

EYFS

- Our Early Years Foundation Stage (EYFS) has
 - High-quality, child-led learning environments in reception and pre-school.
 - Strong foundations in early reading, communication, and personal development evidenced by the English Hub
 - Skilled and consistent teaching that nurtures independence and curiosity led by an exemplary leader.
- The integration of Nursery provision into the wider school community has enhanced transition, early intervention, and continuity in learning. EYFS is now seen as an integral and celebrated part of the school's educational journey.
- The recent SIP visit (May 2025) reported 'The transition from Nursery to Reception is seamless, and children are reception-ready — an outcome of deliberate and focused leadership'.

Trauma-Informed School Culture

- Significant progress has been made to implement a trauma-informed approach across all areas of school life.
 - One qualified Trauma Informed Practitioner – July 2025.
 - Staff have completed professional development in trauma-aware teaching, liaising with other Emmaus MAC Schools has been a strength to ensure that initiatives are appropriated and consistent.

Embedding of Retrieval Practice

- Retrieval practice has become a key feature of teaching and learning across the curriculum.
 - The Spring SIP visit (March 2025) reported 'Leaders are forward thinking and use research to inform decision making such as the deliberation that has taken place on how to use knowledge organisers'. These have complimented our retention of curriculum knowledge and promote parental engagement.

Live Simply Award – July 2025

The award recognises our school-wide commitment to living simply, sustainably, and in solidarity with those in need:

- Projects included eco-council and recycling initiatives across the school.
- The award process helped strengthen pupil leadership, Catholic social teaching, and collective responsibility.
- The assessor spoke about St Ambrose's Animal Blessing with great excitement. He thought it was a lovely way to celebrate and thank God for his creation.

Gold School Games Mark – 2025

- Saint Ambrose has achieved the Gold Sports Mark for 2025.
 - This recognises our high level of participation in physical activity, inter-school sport, and inclusive PE provision.

Summary

Saint Ambrose continues to foster a culture of 'we can all achieve'.

Emma Brocklesby, Executive Principal
Sarah Laskey, Head of School

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St Francis Xavier Catholic Primary School:

This year has been a story of continued rapid improvement and celebration. In October, the hard work and dedication of the staff and children were recognised in the Section 5 OFSTED inspection. The outcome of the inspection identified the school as being out of Requires improvement, and Good in all areas. The following examples of successes and impact were recognised:

- There are high expectations for what all pupils, including those with special educational needs and/or disabilities (SEND), can achieve.
- The school expects pupils to meet a high standard of behaviour. Pupils behave well in lessons and at social times, and the school is a calm and purposeful place.
- Staff care for pupils very well and help them with their mental and physical health.

We have continued our next layer of curriculum development, and have begun creating higher level assessments, that incorporate opportunities for critical thinking- ensuring pupils are deepening their learning at all times.

In December 2024, we had our CSI inspection, during which the school was deemed to be both Good and outstanding within the 9 areas of inspection. The following examples of successes were highlighted:

- St Francis Xavier Catholic Primary School is an inclusive, welcoming community deeply rooted in following Christ's teachings in day-to-day life.
- Leaders have driven rapid improvement in a relatively short period, leading to consistent expectations surrounding Catholic life and mission, religious education, and prayer and liturgy.
- In religious education lessons, all staff follow clear expectations, resulting in good progress for all pupils.
- Staff are excellent role models when leading and participating in prayer, which has ensured that all prayer and liturgy is of high quality.

Throughout the year we have continued to embark upon projects such as The Birmingham Schools of Sanctuary award, Live Simply and other Diocesan-led initiatives. We have committed to raising money for charities such as CAFOD, Father Hudson's and the Black Country Food bank- upholding our Catholic social teaching principles and our Gospel values.

Following inspections, we have continued to build upon the OFSTED 'Good' gradings and strive towards creating and embedding Outstanding opportunities for all of our pupils.

Laura Marshall, Principal

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St George's Catholic Primary School:

Catholic Life and Mission/Year of Hope

We live out our Catholic mission through fundraising, prayer, and social action. With our Emmaus family of schools, we participated in fundraising such as Sponsored Silences and Danceathons supporting Fr Hudson's Pledge a Pound, CAFOD, and the Reverse Advent Calendar. Locally, the school supported St Richard's Hospice through a Bake Sale and Coffee Morning, Maggs Day Centre via Chocolate Collections and St Paul's Hostel with a Winter Woollies Collection.

Throughout the Year of Jubilee, monthly themes of Forgiveness, Unity and Older People have guided our collective call to social action. Our Choir Outreach builds strong relationships with local care homes and older people in the parish, concerts out of school and concerts and tea parties in school. The Bike Bus and Pre-loved Uniform Shop further promote Care for our Common Home. Staff actively support parish life/Family Masses and the Principal serves on the Parish Pastoral Council. These initiatives help the school community live out Jesus' commandment to "Love one another" (John 13:34).

Quality of Education

A focus on consistency and high standards resulted in significantly improved outcomes. KS2 SATs results are above/well above national averages, with SPAG EXS/GDS at 100%/59%, Maths EXS/GDS 97%/52%, Reading EXS/GDS 90%/55% and Writing EXS/GDS 79.3%/3%. Reading fluency has been a key focus, resourced with 350 new library books, resulting in 92% of pupils making at least expected progress/24% accelerated progress. A new writing scheme brought consistency, boosting outcomes, with 94% making expected progress/29% accelerated progress. Music remains a school strength, enriching the wider curriculum, offering further opportunities for pupils to excel.

Behaviour and Attitudes

Rigorous attendance monitoring has significantly improved PA, dropping 18.9% to 11.4%. Strong pastoral support, including TIA, ELSA, and SALT trained staff, ensures SEND/vulnerable pupils are well supported emotionally and in achieving better than national rates of Attendance/PA.

Older pupils, especially Year 6 pupils, serve as leaders - Head Boy/Girl, House/Vice House Captains, Anti-Bullying Ambassadors, Liturgy Leaders and Reception Buddies.

This has resulted in their deepened understanding of the needs of others through following the example, set by Jesus, of service.

Kathryn Cairns, Principal

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St Gregory's Catholic Primary School:

This has been a transformational year for St Gregory's, built around our new mission: *"Aspiring to be great, through loving and learning, following in the footsteps of Jesus."* Our work has been guided by the GREAT values—Growing with God, Respect, Equality, Aspiring to achieve and Togetherness—now firmly embedded in daily school life.

Catholic Life and Mission

In the Jubilee Year of Hope, we embraced prayer, fundraising and social action across the school. Hosting the Jubilee Icon in our new school chapel was a deeply spiritual moment for pupils, families and the wider Emmaus community. Led by our Chaplaincy Team, we supported local foodbanks, led charitable initiatives and organised reflective liturgies. As a result, children actively live out their faith and express a deep understanding of Catholic social teaching.

CSI Inspection Success

We were delighted to be judged *Good* in all areas and *Outstanding* for Catholic Life and Mission in our CSI inspection. Inspectors praised the school's strong Catholic ethos, exemplary pastoral care, and the visible impact of our mission on every aspect of school life. They described St Gregory's as the "anchor in the community" with Christ at its heart.

Quality of Education

The introduction of *I Am A Clever Writer* has significantly raised writing outcomes. Pupils now write with increased confidence, ambition and independence. Our success led to the school being invited to become a *flagship school* for the programme—recognition of the strong impact our teaching is having on pupil progress.

Behaviour and Attitudes

Our positive behaviour culture, rooted in our mission and values, has resulted in a calm, respectful and joyful school environment. Behaviour incidents have reduced, and children feel safe, supported and proud of their school. Pupil voice reflects high levels of engagement and belonging.

We have laid strong foundations this year. With faith, aspiration and community at the heart of everything we do, St Gregory's is flourishing.

Kevin Brown, Principal

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St Joseph's Catholic Primary School, Droitwich:

The school has continued to make good progress with its development targets which have been validated by the MAC's external school improvement partner.

- The school has a clear vision for improving teaching and learning, staff and pupil well-being and parental engagement.
- All staff work well as a team and support one another in moving the school forward.
- Leaders recognise the importance of professional development.
- The school has invested in in-house training programs for teachers and staff.
- The quality of writing is improving rapidly and in the learning walks undertaken, there was an improvement in teaching and learning.
- Pupils with special educational needs were accessing learning and were engaged in lessons accessing tasks meeting their prior learning needs.
- The external training on 'I Am A Clever Writer' is having a very positive impact on empowering teachers to deliver high-quality instruction which is seen in pupils' writing across the school.
- Much has been done in improving the school environment which is now conducive to learning with well thought out working walls.
- A striking element of the school's environment is the high quality of books that pupils have access to. A love of reading is palpable in the school.

A strong feature this year has been the school's links with the local community. This has included a project with Worcestershire Wildlife Trust to plant 'tiny' forests; the development of the two Forest School sites with the support from parents; stronger links between the local SVP and Mini Vinnies; local library and author visits as well as actions completed as part of the Live Simply Award and Year of Hope Pledge which included a whole-school pilgrimage to Sacred Heart Church to create mosaics as part of a National Lottery project. The school also achieved the Gold School Games Mark showing its commitment to PE, sport and play for all the children. Other initiatives implemented include the Walk to School Programme in association with Living Streets, the Daily Mile which was launched during National School Sports Week and the introduction of the Dog Mentor named Ted to help with children's social, emotional and behavioural needs.

Andrew Carry, Principal

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St Joseph's Catholic Primary School, Stourbridge:

In May 2025, we were visited by the Catholic School's Inspectorate and were absolutely delighted to secure a Grade 1, 'Outstanding' judgement in every single category and sub-category, resulting in a Grade 1, 'Outstanding' for overall effectiveness.

- *'The school is consistently described as a place of welcome, family, and community. Pupils deeply value and celebrate the differences and talents of everyone, demonstrating pride and commitment in their proactive participation in the chaplaincy provision.'*
- *'The energy and commitment of leaders and governors are inspirational. Catholic life and mission are a clear priority, and the school has strong links with the diocese. This truly is a 'parish' school.'*

Our commitment to fostering strong ties between the school and parish has been further strengthened. Our children have taken an active role in leading the homily during the Season of Creation and have shared their pledges for the Jubilee year as Pilgrims of Hope committed to prayer, fundraising and social action.

The journey of curriculum development since our previous inspection in 2023 has been further developed and embedded. The External School Improvement Partner has quality assured our whole school curriculum commenting *'The curriculum is broad, ambitious, and increasingly aligned with the Emmaus model. Leaders are focused on ensuring that the implementation of this model meets the needs of all pupils, especially those who are disadvantaged or have special educational needs and disabilities (SEND).'*

'The school has embraced a rich model of character education, embedding themes such as resilience, respect, equity, and service into all aspects of school life.' SIP visit, May 2025.

The implementation of an Emotional Literacy Support Assistant has been instrumental in nurturing our most vulnerable pupils. Additionally, our morning 'Get Moving' programme for pupils with additional needs has been a great success. The installation of a trim trail and mud kitchen has provided new opportunities for play and exploration. Finally, our commitment to sporting excellence has been recognised with the School Games Mark Platinum Award (this is the second time we have been awarded the highest accolade).

Anthony Wilkes, Principal

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St Joseph's Catholic Primary School, Worcester:

Catholic Life and Mission including Year of Hope

In the Autumn Term, our Mini Vinnies promoted a Jubilee Door design competition raising children's awareness and understanding of the Year of Hope.

Introducing the children to Luce, the Jubilee mascot embedded the meaning of Pilgrimage. Luce appears around school with her own changing message.

Catholic Social Teaching through pupil leadership this year is flourishing. Children's belief that no matter how small, they can make a difference, is embedded. A group of children raised £300.70 for the RSPCA and they have been chosen by our Governors for the Pupil Leadership Shield this year. The children inspire each other in their mission to support the poor, vulnerable and as Stewards of God's creation.

Quality of Education

Our GLD this year is 73%, surpassing the national average of 67.7% - our highest ever!! This is due to tackling the basics early on and parental involvement initiatives.

We are extremely proud of our Multiplication Test Results this year, rising from 17% in 23/24 to 43% in 24/25. This is the result of the focus of mental maths in KS1 and LKS2, Times Tables Rock Star battles, simplifying homework to include mental maths, consistent mental maths starters in the morning. Children enjoy their maths and this shows.

Although the I Am A Clever Writer (IAACW) training only took place in January, prior to this we had begun to strip back the writing to focus on the IAACW way of teaching, resulting in a marked improvement in handwriting and presentation. This has continued following the training. The impact is due to the way that the whole staff have embraced this need and have bought into the strategies.

Behaviour and Attitudes

As a result of our growing nurture provision, this year we launched a pupil leadership group: Our Wellbeing Champions. Their role is to promote and support the wellbeing of everyone through different projects throughout the year. The impact of the carefully planned themes has meant that they have made a real difference to all of our children, spreading kindness, understanding and strategies to cope.

Louise Bury, Principal

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St Mary's Catholic Primary School:

Catholic Life and Mission: Year of Hope – Fundraising, Prayer and Social Action

In response to the call to live out our faith through action, pupils took part in a Lenten fundraising campaign for Father Hudson's Society. Motivated by a sense of shared purpose and empathy, they raised an impressive £507.80, showing real commitment to supporting those in need. This initiative helped pupils connect their learning about Catholic Social Teaching to real-life impact, deepening their understanding of compassion, service and hope.

Quality of Education: Times Tables Fluency and MTC Success

Improving times tables recall has been a key focus this year. Through the introduction of Times Tables Rockstars and other engaging strategies, pupils have enjoyed daily practice that builds fluency and confidence. These efforts culminated in our Year 4 Multiplication Tables Check results, where the school achieved an average score of 21.6 – just above the national average. This strong outcome reflects the sustained focus on retrieval, memory and rapid recall across the school.

Behaviour and Attitudes: Gold Games Mark and Lunchtime Improvements

This year, we were proud to achieve the Gold School Games Mark, recognising our high-quality provision in physical education, sport and healthy living. Pupils accessed a wide variety of competitive and inclusive sporting opportunities, and staff observed a noticeable boost in pupils' teamwork, motivation and wellbeing. With many of the Platinum criteria already in place, we are making excellent headway towards the highest standard - all while promoting healthy habits and positive behaviour in our children.

Alongside this, we undertook a review of our lunchtime routines, introducing new structures and support strategies. As a result, behavioural incidents at lunchtime have decreased significantly, leading to a calmer, more positive atmosphere throughout the school day. These changes have strengthened our whole-school ethos, ensuring children feel safe, valued and ready to learn.

Isobel Borriello, Principal

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St Philip's Catholic Primary School:

Achievements and performance

A positive CSI inspection highlighted many strengths of our school:

- The school has a welcoming, inclusive, and supportive Catholic ethos, ensuring that everyone within its multifaith community is valued and respected for who they are as members of God's family which is celebrated through our cultural days.
- The school is a sanctuary for pupils whose circumstances have made them the most vulnerable due to the staff's dedication to providing exemplary pastoral care. They ensure that every pupil feels loved, valued, and secure, which enhances their overall well-being and achievement.
- Leaders are inspiring examples of faith and have embedded a supportive and positive culture where the whole community can thrive.
- Pupils enjoy their religious education lessons; they are enthusiastic and engaged in their learning.

Our feedback stated:

- 'The school environment reflecting its mission well, with well-resourced prayer areas and displays around the school, which reflect the current Jubilee Year 'Pilgrims of Hope'.
- Staff were proud of our school and was described by a staff member as 'a sanctuary.'
- 'Pupils demonstrate stewardship, actively leading and contributing to chaplaincy opportunities, such as the mission group, Mini Vinnies and Eco Warriors, supporting the local community by prayer, fundraising, providing food parcels, singing at the local residential home, and caring for our common home.

Curriculum:

- Personal development is strong - a wide range of opportunities are offered for building cultural capital.
- We have focussed closely on mathematics and writing; this has seen an improvement in progress and attainment in all areas of the curriculum.
- Our pupils have been awarded recognition and achievement in a number of sports.

We have continued to work on our recommendations from our Ofsted inspection in 2024 on learning behaviours where we wrote, launched and embedded our behaviour curriculum 'St Philip's Way' and our learning behaviours expectations across the school. This has had a big impact on our behaviour and learning in school. As our CSI inspectors shared, 'Pupils are rightly proud of their school, and their behaviour demonstrates a well-developed respect for one another, as evidenced by their exemplary behaviour across the school.'

Carmel Hinton, Principal

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St Wulstan's Catholic Primary School:

1. Curriculum Development

- Over the past academic year, we have continued to strengthen our curriculum to ensure it remains broad, ambitious, and inclusive.
- Key areas of progress include:
 - Enhanced curriculum mapping across all subjects to ensure clear progression of knowledge and skills for mixed aged classes.
 - Increased opportunities for cross-curricular links and CPD provided for staff on adaptive teaching and curriculum planning.

“The school has set out an ambitious curriculum, which pupils can access whatever their different starting points. It is designed in a way that enables pupils to learn knowledge sequentially, building on their prior learning. Leaders have also effectively planned and structured the early years curriculum to ensure a clear progression in learning.” OFSTED February 2025

2. Ofsted Inspection – February 2025

Strengths included:

- **Reading** - Children joining in Reception get off to a rapid start with their phonics programme, which adults deliver consistently well. Those at the early stage of reading have developed the decoding skills they need to become confident and fluent readers. They read books that are well matched to the letters and sounds they know.
- **SEND** - The school identifies the needs of pupils who have special educational needs and/or disabilities (SEND) effectively.
- **Staff well-being and training** - Senior leaders and members of the local governing body are very mindful of workload and the welfare of staff.

3. Live Simply Award

- We were awarded the CAFOD Live Simply Award in December 2024, following a whole-school commitment to living Simply, Sustainably, and In Solidarity.

4. Catholic Schools Inspectorate (CSI) – January 2025

Key strengths included:

- Catholic life and mission. Pupils and staff consistently demonstrate compassion and Gospel values.
- Strong relationships, built upon mutual respect.
- Pupils enjoy their religious education lessons.
- Teachers effectively ensure pupils recall prior knowledge in religious education.
- Prayer is central to school life.

5. Gold P.E. Mark

- We are delighted to announce that **Saint Wulstan's has been awarded the Gold Quality Mark** in recognition of our commitment to excellence in physical education.

Summary

Saint Wulstan's continues to strive for excellence in all areas, with a clear commitment to Gospel values.

Emma Brocklesby, Executive Principal
Elizabeth Warnett, Head of School

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Achievements and Performance in formal key stage examinations/assessments

The data below outlines Emmaus Catholic Multi Academy Company schools' attainment data for the year ending 2025. Where attainment is below national averages, measures have been put in place to rapidly address these areas.

*Figures in brackets indicate national averages summer 2025

	Our Lady & St Hubert's	Our Lady of Fatima	Our Lady Queen of Peace	St Ambrose	St Francis Xavier	St George's	St Gregory's	St Joseph's (Droit)	St Joseph's (Worc)	St Joseph's (Stour)	St Mary's	St Philip's	St Wulstan's	Emmaus Primary Averages
EYFS														
GLD (67%)	71%	73%	84%	72%	73%	64%	63%	65%	73%	77%	52%	67%	64%	69%
Phonics Attainment														
Phonics (80%)	81%	73%	94%	82%	95%	68%	83%	79%	86%	89%	70%	83%	87%	82%
KS2 Attainment														
Reading (75%)	83%	97%	86%	72%	82%	90%	70%	65%	77%	90%	72%	77%	83%	80%
Writing (72%)	60%	83%	80%	75%	82%	79%	90%	70%	67%	87%	55%	67%	83%	75%
Mathematics (74%)	82%	87%	83%	79%	75%	97%	60%	45%	75%	87%	45%	70%	76%	75%
Combined RWM (62%)	50%	77%	76%	61%	71%	79%	57%	47%	58%	73%	38%	50%	76%	63%
EGPS (73%)	87%	93%	86%	79%	79%	100%	73%	70%	82%	87%	59%	73%	72%	81%

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Key Stage 5 Results 2025

The figures below have been generated by SISRA which uses DFE guidance documents.

Cohort Summary

Cohort Size	75
A Level Cohort	74
Applied General Cohort	28
KS4 Prior Attainment*	6.30

Overall Performance Summary (All L3 Qualifications)

Overall APS per pupil	114.47
Overall APS per entry	36.13
Overall Average Grade per Entry	B-
L3VA	+0.25

AAB Measure

% A Level Students achieving A Levels at grades AAB or higher in at least 2 facilitating subjects	33.3
% A Level Students achieving A Levels at grades AAB or higher in at least 3 facilitating subjects	15.4
% Students included in AAB measure	52.0

Percentage of Entries

Percentage of entries achieving A*-A	30.0
Percentage of entries achieving A*-B	59.0
Percentage of entries achieving A*-C	84.8
Percentage of entries achieving A*-E	99.3

****Equivalent A*-E grades have been used for applied qualifications**

Grade Counts

Percentage of L3 Entries Achieving Each Grade

A*	7.8	C	25.8	U	0.3
A	22.3	D	10.2	X	0.4
B	29.0	E	4.2		

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Key Stage 4 Results 2025

Cohort Summary

Cohort Size	185
Number of disadvantaged	23
Male	110
Female	75

Overall Performance Summary

Average Total Attainment 8	50.6
Disadvantaged Average Total Attainment	41.28
Students Achieving 9-7 in English and Maths	16.2%
Disadvantaged students achieving 9-7 in English and Maths	8.7%
Students Achieving 9-7 in English	28.6%
Students Achieving 9-7 in Maths	24.9%
Students Achieving 9-5 in English and Maths	52.4%
Disadvantaged students achieving 9-5 in English and Maths	34.8%
Students Achieving 9-5 in English	71.9%
Students Achieving 9-5 in Maths	59.5%
Students Achieving 9-4 in English and Maths	80.0%
Disadvantaged students achieving 9-4 in English and Maths	56.5%
Students Achieving 9-4 in English	86.5%
Students Achieving 9-4 in Maths	81.6%
Students Entered for the Ebacc	58.9%
Students in cohort achieving a standard pass in the Ebacc (4+)	30.8%
Students in cohort achieving a strong pass in the Ebacc (5+)	20.5%
Average Points Score EBACC	4.57

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Entries achieving grades 9-7 (or equivalent)	23.0%
Entries achieving grades 9-5 (or equivalent)	57.3%
Entries achieving grades 9-4 (or equivalent)	75.0%

Grade Percentage Figures

9	3.9	5	18.8	1	3.5
8	7.5	4	17.8	U/X	1.4
7	11.5	3	14.1		
6	15.7	2	5.8		

Emmaus Catholic 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 MAC 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 2025, the balance of the unrestricted and restricted income reserves was £2,684,000 (2024: £2,354,000), which is after transfers of £103,000 to the restricted fixed asset fund to fund capital expenditure during the year. 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, pupil numbers are also a key performance indicator. The pupil numbers at the most recent census were 3,858 which is a decrease of 174 from the previous census in January 2025.

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 DfE and / or Local Authority) for the year was 81.3% (2024: 80.4%), while the percentage of staff costs to total costs (excluding depreciation and LGPS FRS102 pension cost charges) was 77.7% (2024: 75.5%).

Going Concern

On 1 February 2021, Emmaus Catholic MAC moved to new DfE documentation, including the Church Supplemental Agreement, which resulted in the land and buildings being de-recognised.

The recent increases in staff pay awards, continuing inflationary increases in many other areas of the MAC's operations and the fall in pupil numbers at some of the MAC's schools in recent years have had and are predicted to continue to have significant impact on future financial performance and position of the MAC. Whilst the MAC's budget forecasts looking forward indicate the MAC has sufficient resources to pay its debts as and when they fall due, the MAC's senior management team continue to review all areas of funding and expenditure and to identify and implement, in consultation and agreement with the Board of Directors, actions to offset the impact of these unfunded cost increases and reduced funding going forward.

As such, after making appropriate enquiries, the Board of Directors has a reasonable expectation that the Multi Academy Company has adequate resources to continue in operational existence for the foreseeable

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future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies within the financial statements.

Promoting the Success of the Academy Trust

The 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 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 Board of Directors' 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. The particular initiatives undertaken during the period to improve energy efficiency are detailed below:

- We have taken delivery of a set of decarbonisation reports for ten of the schools, funded via a Salix grant; these are currently under evaluation. The roll-out of smart meters continues as we look to obtain 1/2- hourly energy meter readings which feed into an energy portal; this portal allows the MAC to monitor energy consumption, looking for trends, anomalies, and in particular, unexpectedly high consumption.
- The programme of boiler replacements has continued with St Francis Xavier enjoying a new boiler installation in year, and two other sites commencing replacement boiler works immediately after the summer holiday.
- Most sites have double glazing and reasonable insulation; the least efficient glazing in the MAC is being assessed with a view to replacement with modern double-glazing.
- Electric car charging points are not currently in scope although initial contact has been made with a supplier to determine the feasibility of eV charging at our schools.
- Video-conferencing technology is widely adopted in the MAC; all staff have MS Teams available to them.

In addition, all of our schools have either achieved or are working towards achieving the Live Simply Award which is an opportunity for Catholic communities to care for our common home and stand in solidarity with our sisters and brothers around the world. This is an opportunity for our schools to show how they have been living simply, sustainably and in solidarity with people living in poverty.

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Our stakeholders

In addition to our pupils, parents, suppliers and wider local community, the Directors also recognise the importance of their relationship with the Department for Education (DfE), as principal funder, regulator and stakeholder. The Directors are committed to the effective engagement with the DfE (and their representatives) and recognise that its success depends on the 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 Academy Trust Handbook.

Our people

Emmaus Catholic MAC's key asset is its people. It employs over 520 staff, not 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 Directors' report above.

Our Members

The Directors are committed to and openly engaged with our Members through the Archdiocese of Birmingham and the Birmingham Diocesan Education Service. The Members and their representatives are actively engaged in understanding our strategy and vision for the future, our 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 eleven years, as of 1 October 2025. The company 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 and 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 working with the Archdiocese of Birmingham to deliver their MAC growth strategy, and further improve relationships with our suppliers. The information in the "Achievements and Performance" section of the Directors' report above provides details of our achievements during the year including the standards of educational performance we have achieved for all our stakeholders.

FINANCIAL REVIEW

For the year ended 31 August 2025, the Multi Academy Company's total income (excluding capital grants and the net assets transferred on conversion / net assets transferred from academies joining the Trust in the year) was £29,239,000 (2024: £21,149,000) while the total expenditure (excluding depreciation and LGPS FRS102 pension cost charges) was £28,932,000 (2024: £21,753,000), resulting in a net operating surplus for the year of £307,000 (2024: deficit of £604,000).

This operating surplus for the year is mainly derived from the delay in receiving SEN funding from the local authority.

Revenue balances transferred on conversion from the four convertor academies totalled £126,000. After taking into account the conversion balances and transfers from reserves to fund capital expenditure in the year of £103,000, the balance of reserves at 31 August 2025, excluding the restricted fixed asset funds and LGPS liability fund was £2,684,000.

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The net book value of fixed assets at 31 August 2025 were £3,451,000. 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.

Land, buildings, other assets and the LGPS deficit were transferred to the Multi Academy Company from those academies joining the Multi Academy Company during the year. The total value of these net assets transferred, as included in the Statement of Financial Activities, were £241,000. The details of the net assets transferred and the basis of their valuations are set out in Note 23 to the financial statements.

Included within the Company's balance sheet at year end is a defined benefit pension scheme balance of £Nil (2024: deficit of £1,537,000), which arises from the Local Government Pension Scheme ("LGPS") that is attributable to the Academies in the Multi Academy Company. Whilst the actuary's FRS102 valuation report at 31 August 2025 indicated an asset in the scheme of £3,549,000, there is significant judgment needed by the Directors in assessing whether the surplus should be recognised as a pension asset or whether the surplus should be restricted to some level or in total. In line with the asset ceiling review and calculations provided by the actuary, the pension asset has been reduced to a £Nil balance in the financial statements. Further details regarding the LGPS balance at 31 August 2025 and the basis on which this has been recognised in the financial statements are set out in note 25 to the financial statements.

The Scheme of Delegation of Financial and Operational Powers, which lays out the framework for the Multi Academy Company's financial management, including financial responsibilities of the Board of Directors, CEO, managers, budget holders and other staff, as well as the delegated authorities for spending, was reviewed and adopted in May 2024. The other financial policies reviewed and adopted during the period were as per the statutory policies defined by the DfE and are stored either on the MAC website or on national college.

Reserves Policy

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

In line with the MAC Reserves Policy, the appropriate target level of reserves in any given financial year is reviewed annually by Directors, taking account of their responsibility to ensure that the reserves are not excessive and as such would represent an educational risk to maximising the educational outcomes of MAC pupils. The Board of Directors work within a tolerance of between 3% and 5% of total revenue income for the level of reserves. Operating reserves are considered to be those income reserves that are available to be used by the Multi Academy Company for its normal operating activities and is generally represented by unrestricted income funds (excluding any designated funds) and restricted income funds that are considered to be available for the general purposes of the Multi Academy Company (such as GAG funds).

The reason for this reserves policy is to provide sufficient working capital to cover delays between spending and receipts of grant funding, to provide a cushion to deal with unexpected emergencies such as urgent maintenance, long term staff absences etc and to provide sufficient financial resilience to offset continued funding pressures in the sector.

The Multi Academy Company's current level of operating reserves at 31 August 2025 is £2,684,000 (2024: £2,354,000), which is made up of restricted income funds of £326,000 (2024: £137,000) and unrestricted funds of £2,358,000 (2024: £2,217,000).

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Although the current level of operating reserves is above the target level identified above, the Directors expectation is that these reserves will be utilised over the next few years to fund the ongoing development of the Multi Academy Company, including the need to fund resourcing pressures owing to the delay in SEN funding and cost increases across the sector and the need to fund ongoing capital projects and developments.

The value of the restricted fixed asset fund at 31 August 2025 is £4,131,000 (2024: £3,671,000), 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, and the balance of unspent capital grants to be used on future capital expenditure. These funds can only be realised by disposing of the associated tangible fixed assets or by utilising the amounts of unspent capital grants in line with the terms and conditions of those grants.

The pension reserve fund has a balance at 31 August 2025 of £Nil, which represents the balance in the LGPS at the balance sheet date. As detailed earlier in this report, whilst the actuary's FRS102 valuation report at 31 August 2025 indicated an asset in the scheme of £3,549,000, the pension asset has been reduced to a £Nil balance in the financial statements. The effect of this asset position is that Multi Academy Company may be required to make reduced pension contributions over the next 3 year funding period with the effect being that the surplus is ultimately repaid over the next 20 year period. These reduced pension contributions will continue to be funded from the Company's annual recurring income. In the event that the LGPS moves in an overall deficit position in the future, the 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.

Investment Policy

In line with its Investment Policy, the MAC operates on the following investment principles:

- invest funds in low risk easily accessible accounts in bank accounts with a withdrawal notice of no less than 14 weeks.
- Risk is managed through diversification of investments, ensuring that the security of funds takes precedence over revenue maximisation.
- Funds will only be placed with banking institutions that are regulated by the Financial Conduct Authority and with good credit ratings.

The CFOO reviews interest rates and compares them with other investments annually. In addition, cash flow and current account balances are monitored regularly to ensure immediate financial commitments can be met and that the current account has adequate balances to meet forthcoming commitments. When there are funds surplus to immediate cash requirements in the current account, these are transferred to an account with a higher interest rate. Investments are normally made for a fixed-term that does not exceed one year, unless there is a clear rationale for longer-term investment that would benefit the MAC. Funds and any interest earned on those funds, are automatically invested unless money is required for immediate or anticipated expenditure.

Principal Risks and Uncertainties

The 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 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. 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:

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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 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.

Safeguarding and child protection

The Directors continue to ensure that the highest standards are maintained in the areas of recruitment, selection and monitoring of staff, the operation of child protection policies and procedures, health & safety and discipline. All schools are required to complete a s175 safeguarding audit as required by the local authority in which their school is situated. Each school is also subject to a comprehensive safeguarding audit by an external safeguarding consultant which is carried out every other year. The reports are scrutinised at Board Compliance and at individual school local governing body level via the relevant safeguarding governance link.

Financial

The Multi Academy Company has considerable reliance on continued Government funding through the DfE (and Local Authority). In the year, approximately 94.6% of the Multi Academy Company's operating 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 cost pressures facing the sector.

A significant risk is the delay at Local Authority level in responding to school's request for additional financial support for pupils with SEND.

Continuing increases in employment costs, including unfunded pay increases and pension costs associated with both the Teachers' Pension Scheme and the Local Government Pension Schemes, and premises costs, including the impact of prior year energy cost increases, will also continue to place significant pressure on the Multi Academy Company's financial position and its ability to deliver balance budgets in the future. We are also experiencing difficulties with the increased demand for schools to financially maintain the premises, for example with fire doors and fire stopping, asbestos removal. Whilst we do receive SCA capital, we are experiencing pressure within this budget to meet the definitions for capital spend and balance the need to repair against adding value via brand new additions.

The Chair of the Board receives monthly management accounts and the Directors examine the financial health of the Multi Academy Company formally at every Resources Meeting, reviewing performance against budgets and overall expenditure by means of regular update reports at all Full Board of Directors meetings and Resources & Audit Committee meetings.

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.

As detailed earlier in this report, the actuary's FRS102 valuation report at 31 August 2025 indicated an asset in the scheme of £3,549,000. The Directors recognise that this position will change from year to year depending on the various assumptions adopted by the actuaries when completing the FRS102 valuation reports. As such, the LGPS could still present a significant potential liability to the Multi Academy Company in the future. However, as the Directors consider the Multi Academy Company is able to meet its known annual contribution commitments for the foreseeable future, the risk from this potential future liability is

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considered to be very low. The 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.

Estates

We remain constantly alert to the pressures of maintaining public buildings and our responsibilities to keep our pupils and staff safe. Directors look to ensure that the importance of health and safety of students, staff and visitors is considered a top priority in Emmaus Catholic MAC schools. Health and safety policies and procedures are in place, with independent reviews and support from specialist external advisors, and all staff are expected to complete online health and safety training annually.

Financial spending decisions are made by the MAC, for instance in investment in the school property, in order to ensure the site condition is safe and fit for purpose.

Emmaus Catholic MAC has effective Health and Safety Committee(s) in place and the MAC's Compliance Committee in conjunction with the Resources and Audit Committee have oversight of arrangements. They ensure health and safety is always a primary factor in its decision making, including when determining the priority areas in line with SCA funding.

Staffing

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

The recruitment of suitably qualified and experienced staff continues to be a challenge in secondary for some specialist subjects with vacancies unfilled for prolonged periods and agency staff employed as interim measures. In all Emmaus schools, we are experiencing difficulties with the increased demand for support for pupils with SEND which has resulted in the use of agency staff, as we are unable to recruit permanent staff until the Local Authority fund the provision for these pupils. This funding is subject to significant delays and is placing undue pressure on leaders and SENCOs to relentlessly challenge the Local Authority for the required funding as per the Education Act and SEND Code of Practice. Whilst most agency staff have been of good quality, the costs are high which have had an adverse impact on the Multi Academy Company's financial results and position at the period end.

Recruitment and succession planning is integral to MAC planning and the CEO together with Principals and the CFOO continue take a personal lead in the recruitment and selection of all staff and the MAC has continued to undertake permanent recruitment to relevant vacant posts during the 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. 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. As a MAC within the Archdiocese of Birmingham, all Foundation Directors and governors are appointed by the Diocese and effective governance is reviewed annually by a monitoring meeting called by the Diocese, involving the Board Chair and Vice Chair, CEO and CFOO.

Fraud and mismanagement of funds

The Board of Directors, delegated to the Accounting Officer, are responsible for managing funds and preventing fraud. The operational responsibility is shared across a hierarchy of roles, ranging from the CFO, Principals, LGBs, and individual staff members. All finance staff receive training to keep them up to

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date with financial practice requirements and to develop their skills and knowledge within this area. Fraud awareness is a key focus and all procedures are designed to ensure the delegation levels are set in accordance with the level of risk.

IT and Cybercrime Risks

Emmaus has undertaken a large number of IT projects during the 2024-2025 academic year to align closely with the DFE digital standards.

A large device refresh project has been in progress since the Autumn term 2023 to refresh staff and student devices. A rollout of Windows 11 devices was undertaken, with 40 new devices at each school. At the secondary school, Hagley, all staff members were issued with portable flipbooks, and new docking stations and monitors for all classrooms. All-in-one devices were installed in four IT suites. Device audits are now being undertaken for the four Worcester schools who had not joined Emmaus when the rollout started.

In addition to end-user devices, new interactive whiteboard displays have been installed in all classrooms at Hagley. New audio/visual upgrades have been undertaken at St Marys and Our Lady and St Huberts to upgrade projection and interactive whiteboard facilities.

Network upgrades have been undertaken at a number of sites. Legacy switches and WiFi access points have been replaced with managed UniFi switches and WiFi-6 standard access points. These upgraded solutions combined with two broadband lease lines provide fast, resilient connections to Emmaus schools.

Comprehensive backups are now in place for all critical systems (Microsoft 365, OneDrive, SharePoint, servers). These are backed up daily with regular checks.

Emmaus continues to use Smoothwall filtering, monitoring and safeguarding solutions across all sites. IT work closely with the designated safeguarding leads (DSLs) to ensure safeguarding policies and controls are optimised to protect staff and students. CCTV policies are regularly reviewed, and projects are underway to ensure all sites meet safeguarding standards.

Cyber security continues to be a key priority for Emmaus. Cyber security risks continue to be logged on the risk register, and a new cyber security training platform has been introduced to increase staff awareness and highlight the importance of cyber security for all users. Regular reviews are undertaken for staff roles and responsibilities, and automations are being developed to ensure new starters, leavers, and role changes are clearly documented and approved.

Controls are used to ensure a restricted network is in operation. Firewall rules control inbound and outbound traffic to the network, and software firewalls are used to protect endpoints. Accounts, applications, and browsers are restricted to ensure users cannot bypass safeguarding controls.

Generally, Emmaus is making good progress towards the DFE technology standards. For cyber security, a large amount of work is undertaken in all the key areas, but the processes need to be clearly documented.

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DFE Category	1st February 2024 (10 schools)	31st August 2024 (10 schools)	1st June 2025 (14 schools)
Broadband Internet	87%	93%	67%
Cloud Solutions	52%	85%	85%
Cyber Security	65%	83%	75%
Digital Accessibility	46%	76%	76%
Digital Leadership and Governance	41%	56%	70%
Filtering and Monitoring	42%	92%	92%
Laptops, Desktops and Tablets	62%	84%	78%
Network Cabling	70%	70%	70%
Network Switching	45%	65%	57%
Servers and Storage	59%	72%	64%
Wireless Networks	45%	57%	49%
Overall Weighted Score:	58%	78%	74%

Table 1 - DFE Alignment Over Time

Based on the progress towards the cyber security standards, three key areas of risk are as follows:

1. Incomplete Documentation and Policy Gaps

- A review of the MAC Cyber Security Risk Policy and Cyber Response Plan is currently underway. Cyber risks are included in the MAC Risk Register which is reviewed at every Board meeting.
- The process for reporting cyber incidents (internally and externally) is set out in the Cyber Response Plan and the process has been shared with schools.
- Emmaus schools pre-September 24 operate fully within the cloud and regular backups are taken daily. The new schools that joined in September 24 are server schools and we are currently in the process of transferring the data into the Emmaus cloud environment. The servers are backed up and we have recently undertaken a backup recovery at one of the new sites following a loss of connection with the LA provision. We will continue to work on the back up plans and document the processes as per the DFE standard.

2. Inconsistent Application of Security Controls

- MFA is not yet enabled on all core systems (notably Arbor MIS). Some systems lack Single Sign On capabilities. We will continue to roll this out on all systems where possible.

3. Student Cyber Awareness and Training

- No standardised, annual cyber security training is in place for students. Whilst students are made aware of good practice in terms of cyber security, current provision is ad-hoc and not centrally managed. Schools cover Cyber Security as part of the IT Curriculum and schools are directed to the NCSC for guidance. We purchase group membership to the National College which provides Cyber training and Online Safety to pupils and parents.

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- Staff, Directors and Governor cyber training is mandatory and whilst the engagement is variable, the MAC continue to promote the benefit of all staff / volunteers engaging with the platform.

Fundraising

The Multi Academy Company has not undertaken any material fundraising activities during the year ended 31 August 2025.

In light of the unfunded cost pressures, the Directors have agreed a Fund Raising Policy which sets out that the MAC requires all fundraising to be carried out ethically and in line with our core values. At the heart of fundraising ethics lies the need to ensure that the MAC objectives, sense of personal integrity and the trust of donors are not violated. This requires openness, transparency and respect. There is also the need for the MAC and individual MAC schools to ensure that they do not expose themselves by accepting donations from questionable or inappropriate sources.

Emmaus 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 schools. Their aim is to foster social interaction through a programme of events that raise funds to support activities at a given school.

As part of our Catholic ethos and Catholic Social Teaching, we encourage our young people to raise funds for those in need and donate collections to nominated charities. Periodically, the individual schools will organise fundraising events, such as for CAFOD or Father Hudson's Caritas.

As part of the Jubilee Year and Year of Hope, the MAC has responded to the Archdiocese of Birmingham's Birmingham call to action for prayer, social action and fund raising. The MAC has engaged in the Diocesan Lenten initiatives to pledge £1 per individual in aid of Fr Hudson's Caritas.

If the PTA, or any such organisation, holds a fundraising event, it is the responsibility of the event organiser to control the funds prior to them being handed to school staff, after which it is dealt with in accordance with the procedures in the Academy Trust Handbook.

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.

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

PLANS FOR FUTURE PERIODS

Continuing to use the Birmingham Diocesan Education Service Strong and Flourishing MAC Catholic Framework as we prepare to become part of a larger CMAT by 2029, and, as outlined in the MAC Strategic Plan, the Multi Academy Company's priorities/drivers for 2025/26 are:

Catholic Life and Mission:

- The updated and relaunched Emmaus mission 'Forming Christ-centred pilgrims of hope with kind hearts, questioning minds, a thirst for knowledge and a hunger for justice is to be known and lived out by the entire Emmaus community.'

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Prayer and Liturgy:

- During this Year of Hope, to continue to develop a community focussed on prayer, social action and fundraising.

High Quality and Inclusive Education:

- EYFS Development – Pupils receive the fundamentals of an excellent education as verified by external consultants and Ofsted.
- Emmaus 90+: Pupils receive the fundamentals of an excellent education – To achieve 90%+ as an aspirational target in identified KPIs.
- Attendance – Pupils are in school and learning every day. Emmaus attendance is at least in line with national averages.
- SEND – Pupils with special educational needs or disabilities receive an excellent education in all schools.
- Oracy – incorporating oracy in Emmaus schools to improve pupils' literacy skills, critical thinking, confidence, social skills and overall academic achievement.

FUNDS HELD AS CUSTODIANS ON BEHALF OF OTHERS

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

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

DISCLOSURE OF INFORMATION TO AUDITORS

In so far as the Directors are aware:

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

AUDITORS

The auditors, Cooper Parry Group Limited, have indicated their willingness to continue in office 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 16 December 2025 and signed on its behalf by:

Signed by:

Joanna Griffin

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Joanna Griffin
Chair of the Board of Directors

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Scope of Responsibility

As Directors, we acknowledge we have overall responsibility for ensuring that Emmaus 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 Academy Trust Governance Guide.

The Board of Directors has delegated the day-to-day responsibility to the Chief Executive Officer, as Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between Emmaus 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.

Governance

The information on governance included here supplements that information that is described in the Directors' Report and in the Statement of Directors' Responsibilities. The Board of Directors has formally met 7 times during the year ended 31 August 2025. Attendance during the year at meetings of the Board of Directors was as follows:

Director	Meetings attended	Out of a possible
Joanna Griffin (Chair)	7	7
Janet Rowe (Vice Chair)	7	7
Caroline Beech	0	0
Joanne Edgecombe	4	7
Sally Elfrey	5	7
Andrew Haynes	5	7
Peter Parry	1	1
Alex Pearce	6	7
Richard Reeve	5	7

During the year ended 31 August 2025, the Board of Directors reviewed the Multi Academy Company's governance structure in order to evaluate its impact and effectiveness, and this included undertaking a skills audit. The Board is satisfied that the current structure in place is appropriate and effective for Emmaus Catholic MAC but aims to recruit additional Directors to further strengthen the diversity and skillset of the Board. Skills that would further strengthen the Board are HR, legal practice and finance.

The Board of Directors and each sub-Committee receive comprehensive information from the Multi Academy Company's leadership team prior to each meeting, including key performance indicator monitoring. This enables the Directors to remain fully apprised of the performance of the MAC in all areas of operations and to 'drill down' into areas of particular interest so that meetings are focused at all times.

The responsibilities of and work undertaken by the sub-Committees are detailed further below. The minutes of these sub-Committee meetings are provided to the Full Board of Directors and the Chairs of

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these sub-Committees report to each full Board of Directors meeting on the key matters considered at their meetings and the impact for consideration by the Full Board of Directors.

Directors have also taken a proactive role in linking with individual schools to develop greater knowledge of the impact of the MAC’s strategic direction and work of the central team through informal engagement with school leaders, staff and the wider community.

Monitoring and evaluating the MAC strategic priorities were a key focus of the Board of Directors during the year 2024-25.

Governance Reviews

In addition to any self-assessment they carry out, the Board of Directors place great importance on external independent review. Directors, therefore, commissioned an external review of governance during the academic year 2023/24. The review was underpinned by the Academy Trust Governance Guide published by the Department for Education and specifically considered strategic governance, leadership and direction as well as the impact and effectiveness of governance. The review identified a range of strengths in governance at the Multi Academy Company and recommended some areas for further development which continue to be addressed and embedded across the MAC.

Conflicts of Interest

The Multi Academy Company has due regard to conflicts of interest, and any declarations and/or related party transactions will be managed in line with the Academy Trust Handbook. All Directors, members of Local Governing Bodies and senior leadership team employees are required to complete a declaration of any business or pecuniary interests on an annual basis or, in the case of individuals taking up these roles during the year, at the point of taking up their role. Members’ register of interest is provided to the MAC by the Archdiocese of Birmingham. A register of interests is then maintained by the relevant governance professional, which is provided to Multi Academy Company’s finance team for monitoring in relation to any transactions with any organisations in which interests have been declared. Any transactions with organisations in which any interests have been declared are reported to the Board of Directors in advance of the transactions, so that formal approval can be provided by the Board where the transaction is considered appropriate and formal notification to the DfE can then be made, including where relevant, seeking pre-approval.

Resources and Audit Committee

The Resources and Audit Committee is a sub-Committee of the Board of Directors. Its purpose is to provide oversight, guidance and assistance to the Board of Directors on all matters related to finance, resources and audit within the Multi Academy Company. The meetings take place in two halves; the Resources Committee meeting whose purpose is to provide oversight, guidance and assistance to the Board of Directors on all matters related to finance, resources meet first. This meeting is then declared closed, and the Audit meeting then commences. The purpose of the Audit Committee is to maintain an oversight of the Multi Academy Company’s governance, risk management, internal control and value for money framework.

Attendance at meetings of the Resources and Audit Committee during the year was as follows:

Director	Meetings attended	Out of a possible
Joanna Griffin	5	7
Janet Rowe (Chair)	7	7
Joanne Edgecombe	3	7

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Andrew Haynes	5	7
Alex Pearce	5	7

Key issues dealt with by the Resources & Audit Committee during the year included the review of the Multi Academy Company's 3-year financial forecasts and the actions required to address the impact of increased cost pressures expected over this forecast period.

The Resources and Audit Committee role for the academic year 2024/25 has included:

- Acting as the co-ordinating body for spending committees, preparing and recommending to the Board of Directors an Annual Budget Plan and cash flow forecasts for each school approval.
- Giving consideration to decisions taken at committee/board level and the impact on the schools' financial position.
- Giving consideration of the financial implications relative to school improvement plans and priorities.
- Giving consideration to approve expenditure items as described in the Scheme of Delegation.
- Annually reviewing the Academy Financial Regulations and Scheme of Delegation.
- Ensuring that the Register of Business Interests is kept up to date.
- Ensuring that the academies have sound financial controls in place.
- Reviewing appropriate benchmarking data, budget projections, medium/long-term financial plans to ensure that the academies budgets are realistic and sustainable.

Personnel:

- To have knowledge of the number of staff, both teaching and non-teaching and levels of salaries, allowances and enhancements and pay progression.

Pay:

- To draw up a pay policy for recommendation to the Board of Directors and thereafter to review the policy.

Resources:

- To be responsible for the effective use of MAC resources.
- To ensure that purchases of resources conform to best value and financial procedures.
- To carry out an annual review of the use of resources effectively.

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 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 Emmaus Catholic Multi Academy Company in relation to the MAC's systems of internal control and the actions undertaken to address the control weaknesses identified, together with monitoring the implementation of actions identified from internal control reviews undertaken in previous years and also the recommendations included in the external auditors' management letters from the previous year.

Compliance Committee

The Compliance Committee is also a sub-Committee of the Board of Directors. Its purpose is to maintain an oversight of such compliance issues as Health and Safety, Estates Management, ICT and Safeguarding. The Compliance Committee met twice during the year 2024/25.

Attendance at meetings of the Compliance Committee during the year was as follows:

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Director	Meetings attended	Out of a possible
Joanne Edgecombe	2	2
Andrew Haynes	2	2
Alex Pearce	1	2
Janet Rowe	1	2
Sally Elfrey	1	2

Performance Committee

The Performance Committee met 3 times during 2024/25 to maintain oversight of performance and school improvement issues, with meeting attendance as follows:

Attendance at meetings of the Performance Committee during the year was as follows:

Director	Meetings attended	Out of a possible
Joanna Griffin (Chair)	3	3
Sally Elfrey	2	3
Richard Reeve	3	3
Janet Rowe	3	3
Victoria Wells	3	3

Review of Value for Money

As Accounting Officer, the Chief Executive Officer 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, as well as estates safety and management, 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 Directors where value for money can be improved, including the use of benchmarking data or by using a framework where appropriate.

The Accounting Officer for the Multi Academy Company routinely delivers value for money by:

- Implementing competitive procurement procedures in line with the Public Contracts Regulations 2024.
- Using DfE frameworks to access compliant and cost-effective procurement solutions.
- Regularly undertaking tender exercises to ensure that high-value contracts are assessed.

During the academic year 2024/25, value for money was achieved by:

- Challenging providers to give better rates (e.g. insurances, services for statutory and regulatory testing).
- Aligning contracts across the MAC to achieve economies of scale (e.g. water suppliers, boiler safety checks)
- Comparing prices paid for goods and services across all Emmaus schools and aligning where appropriate to achieve greater efficiencies and consistency (Service level agreements and larger contracts).

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- Continuing to build and embed the robustness of financial systems and controls, across the MAC but, particularly in respect of the four schools that joined the MAC in September 2024.
- Reviewing and realignment of staffing structures to ensure that they are delivering the most effective support to maximise pupil progress.
- Investing in energy portals to monitor energy and implementing processes to achieve greater efficiency where necessary.

To ensure that the MAC's estate is safe, well maintained and complies with regulations, during the academic year 2024/25, we have committed to continuing the IT refresh across Emmaus schools in line with DfE standards, have continued our programme to replace lights in our school to LED. We also have a rolling programme to improve the physical security of schools by upgrading fire and building alarms and installing gates and fencing where required across the MAC. We also have a programme of boiler replacement which will also roll into the academic year 2025/26 and beyond.

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 bi-annually to reassure the Directors that all internal controls are being met.

The system of internal control has been in place in Emmaus Catholic MAC for the period from 1 September 2024 to 31 August 2025 and up to the date of approval of the annual report and financial statements.

Capacity to Handle Risk

The Board of 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 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 2024 to 31 August 2025 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Directors.

The Risk and Control Framework

The Multi Academy Company's system of internal 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 regular financial reports which are reviewed and agreed by the Directors;
- regular reviews by the Resources and Audit Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- setting targets to measure financial and other performance;
- clearly defined purchasing (asset purchase or capital investment) guidelines;
- delegation of authority and segregation of duties;

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- identification and management of risks.

Internal Scrutiny

Since converting to Multi Academy Company status in 2014, the Directors have always ensured that internal scrutiny is completed by a body independent of our external auditors. The Board of Directors employs DRB as internal auditor who carry out two internal control checks per year. This option has been chosen as, given the current structure of the Multi Academy Company, the Board of Directors believe this provides a robust and best value approach to providing assurance that the Multi Academy Company's financial and non-financial controls and risk management procedures are operating effectively.

The internal auditor's role includes offering advice and insight to the Board of Directors on how to address weaknesses in financial and non-financial controls as well as evaluating the suitability of, and level of compliance with, financial and non-financial controls. This includes assessing whether procedures are effective and efficient, and checking whether agreed controls and procedures have been followed. The internal auditors have undertaken two focused reviews during the year and the scope of work 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 procedure.
- review of personnel, estates and IT systems and processes with sample testing.
- review of management information preparation procedures, including information prepared for and presented to the Board of Directors.
- review of the MAC Risk Register and how the MAC manage risk.

On a bi-annual basis, the internal auditor reports to the Board of Directors through the Resources and Audit Committee on the operation of the systems of control and on the discharge of the Board of 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 2025 as planned. A number of internal control areas for development were identified from the work completed and the Directors and senior management have developed an action plan to address these weaknesses and improve internal controls over the next 6-12 months.

The key remedial actions being undertaken by the Multi Academy Company are:

- ensuring measures and additional training is introduced in the schools that joined Emmaus on 1st September 2024 following income not being posted in a timely manner.
- working with schools on their marketing strategies in an attempt to address falling pupil numbers.
- the replacement of the HR officer role in the central team. A new appointment was made in October 2025.

Review of Effectiveness

As Accounting Officer, the Chief Executive Officer has responsibility for reviewing the effectiveness of the system of internal control. During the year ended 31 August 2025 the review has been informed by:

- the work of the internal auditor;
- the work of the external auditor;

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
(A Company Limited by Guarantee)

GOVERNANCE STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2025

- the financial management and governance self-assessment process, including the School Resource Management Self-Assessment Tool;
- the work of the executive leaders within the Multi Academy Company who have responsibility for the development and maintenance of the internal control framework; and
- Correspondence from the DFE.

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


Conclusion

Based on the advice of the Resource and Audit Committee and the Accounting Officer, the Board of Directors is of the opinion that the Multi Academy Company has an adequate and effective framework for governance, risk management and control.

Approved by order of the Board of Directors on 16 December 2025 and signed on its behalf by:

Signed by:

.....
Joanna Griffin
Chair of the Board of Directors

Signed by:

.....
Suzanne Horan
Accounting Officer

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE

As Accounting Officer of Emmaus Catholic Multi Academy Company, I confirm that I have had due regard to the framework of authorities governing regularity, propriety and compliance, including the Multi Academy Company's funding agreement with DfE, and the requirements of the Academy Trust Handbook, including responsibilities for estates safety and management. I have also considered my responsibility to notify the Multi Academy Company Board of Directors and DfE of material irregularity, impropriety and non-compliance with terms and conditions of all funding, including for estates safety and management.

I confirm that I and the Multi Academy Company's Board of Directors are able to identify any material irregular or improper use of all funds by the Multi Academy Company, or material non-compliance with the framework of authorities.

I confirm that no instances of material irregularity, impropriety or 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 DfE.

Signed by:


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Suzanne Horan
Accounting Officer
Date: 16 December 2025

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

STATEMENT OF DIRECTORS' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2025

The Directors (who are also the trustees of the charitable company for the purposes of charity law) are responsible for preparing the Directors' report and the financial statements in accordance with the Academies Accounts Direction published by the Department for Education, 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 2024 to 2025;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The 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 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:

Signed by:

Joanna Griffin

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J Griffin

Chair of Trustees/Directors

Date: 16 December 2025

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF
EMMAUS CATHOLIC MULTI ACADEMY COMPANY**

Opinion

We have audited the financial statements of Emmaus Catholic Multi Academy Company (the 'Company') for the year ended 31 August 2025 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 2024 to 2025 issued by the Department for Education.

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 August 2025 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 2024 to 2025 issued by the Department for Education.

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 Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF
EMMAUS CATHOLIC MULTI ACADEMY COMPANY (CONTINUED)**

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Directors' Report, which includes the Strategic Report and the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' 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 Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included within the Trustees' 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.

Responsibilities of Directors (Trustees)

As explained more fully in the Statement of directors' responsibilities, the Directors (who are also the Trustees of the Company for the purposes of charity 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 Company'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 Company or to cease operations, or have no realistic alternative but to do so.

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
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**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF
EMMAUS CATHOLIC MULTI ACADEMY COMPANY (CONTINUED)**

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.

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

Our assessment focussed on key laws and regulations the Company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, the Academy Trust Handbook 2024, the Academies Accounts Direction 2024 to 2025, taxation legislation, data protection, anti-bribery and employment legislation.

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the Company and how the Company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the Company's control environment and how the Company has applied relevant control procedures, through discussions with Directors and other management and by reviewing the reports on the internal scrutiny work commissioned by the trust in relation to the year and by performing walkthrough testing over key areas;
- obtaining an understanding of the Company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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.

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF
EMMAUS CATHOLIC MULTI ACADEMY COMPANY (CONTINUED)**

Use of our report

This report is made solely to the Company'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 Company'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 Company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:



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Glen Bott FCA (senior statutory auditor)

for and on behalf of

Cooper Parry Group Limited

Statutory Auditor

Cubo Birmingham

4th Floor

Two Chamberlain Square

Birmingham

B3 3AX

Date: 19 December 2025

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO EMMAUS CATHOLIC MULTI ACADEMY COMPANY AND THE SECRETARY OF STATE FOR EDUCATION

In accordance with the terms of our engagement letter dated 10 September 2025 and further to the requirements of the Department for Education (DfE) as included in the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts 2024 to 2025, we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest, in all material respects, the expenditure disbursed and income received by Emmaus Catholic Multi Academy Company during the year 1 September 2024 to 31 August 2025 have not been applied to the purposes identified by Parliament and that the financial transactions do not conform to the authorities which govern them.

This report is made solely to Emmaus Catholic Multi Academy Company and the Secretary of State for Education in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Emmaus Catholic Multi Academy Company and the Secretary of State for Education 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 Emmaus Catholic Multi Academy Company and the Secretary of State for Education, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Emmaus Catholic Multi Academy Company's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of Emmaus Catholic Multi Academy Company's funding agreement with the Secretary of State for Education dated 1 July 2014 and the Academy Trust Handbook, 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 extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts 2024 to 2025. 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 2024 to 31 August 2025 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Approach

We conducted our engagement in accordance with the Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by DfE. 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 Company's income and expenditure.

The work undertaken to draw our conclusions included:

- Reviewing the internal control policies and procedures implemented by the Company and evaluating their design and effectiveness to understand how the Company has complied with the framework of authorities, including reviewing the reports on the internal scrutiny work commissioned by the Company in relation to the year;
- Reviewing the minutes of meetings of the Directors, relevant sub-committees and other evidence made available to us, relevant to our consideration of regularity;

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO EMMAUS
CATHOLIC MULTI ACADEMY COMPANY AND THE SECRETARY OF STATE FOR EDUCATION
(CONTINUED)**

- 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 Company 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 suggests that in all material respects the expenditure disbursed and income received during the year 1 September 2024 to 31 August 2025 has not been applied for the purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Signed by:

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Reporting Accountant
Cooper Parry Group Limited

Date: 19 December 2025

EMMAUS CATHOLIC MULTI ACADEMY COMPANY**(A company limited by guarantee)****STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2025**

		Unrestricted funds 2025 £000	Restricted funds 2025 £000	Restricted fixed asset funds 2025 £000	Total funds 2025 £000	Total funds 2024 £000
	Note					
Income from:						
Donations and capital grants:	3					
Income on conversion from Local Authority		126	-	115	241	-
Other donations and capital grants		75	-	989	1,064	684
Other trading activities	5	784	-	-	784	714
Investments	6	234	-	-	234	-
Charitable activities	4	491	27,655	-	28,146	20,420
Total income		1,710	27,655	1,104	30,469	21,818
Expenditure on:						
Charitable activities	7,8	1,466	27,087	747	29,300	22,080
Total expenditure		1,466	27,087	747	29,300	22,080
Net income/(expenditure)		244	568	357	1,169	(262)
Transfers between funds	17	(103)	-	103	-	-
Net movement in funds before other recognised gains/(losses)		141	568	460	1,169	(262)
Other recognised gains/(losses):						
Actuarial gains on defined benefit pension schemes	25	-	1,158	-	1,158	482
Net movement in funds		141	1,726	460	2,327	220

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
(CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

		Unrestricted funds 2025 £000	Restricted funds 2025 £000	Restricted fixed asset funds 2025 £000	Total funds 2025 £000	Total funds 2024 £000
	Note					
Reconciliation of funds:						
	17					
Total funds brought forward		2,217	(1,400)	3,671	4,488	4,268
Net movement in funds		141	1,726	460	2,327	220
Total funds carried forward		<u>2,358</u>	<u>326</u>	<u>4,131</u>	<u>6,815</u>	<u>4,488</u>

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

The notes on pages 66 to 99 form part of these financial statements.

EMMAUS CATHOLIC MULTI ACADEMY COMPANY

(A company limited by guarantee)

REGISTERED NUMBER: 09174154

**BALANCE SHEET
AS AT 31 AUGUST 2025**

	Note	2025 £000	2024 £000
Fixed assets			
Tangible assets	14	3,451	3,476
Current assets			
Debtors	15	2,087	1,419
Cash at bank and in hand	21	3,990	3,470
		<u>6,077</u>	<u>4,889</u>
Current liabilities			
Creditors: amounts falling due within one year	16	(2,713)	(2,340)
		<u>3,364</u>	<u>2,549</u>
Net current assets			
Net assets excluding pension asset / liability		<u>6,815</u>	<u>6,025</u>
Defined benefit pension scheme asset / liability	25	-	(1,537)
Total net assets		<u><u>6,815</u></u>	<u><u>4,488</u></u>
Funds of the Trust			
Restricted funds:			
Fixed asset funds	17	4,131	3,671
Restricted income funds	17	326	137
Pension reserve	17	-	(1,537)
		<u>4,457</u>	<u>2,271</u>
Total restricted funds			
Unrestricted income funds	17	2,358	2,217
		<u>6,815</u>	<u>4,488</u>
Total funds		<u><u>6,815</u></u>	<u><u>4,488</u></u>

The financial statements on pages 62 to 99 were approved and authorised for issue by the Directors and are signed on their behalf, by:

Signed by:

Joanna Griffin

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J Griffin

Chair of Trustees/Directors

Date: 16 December 2025

The notes on pages 66 to 99 form part of these financial statements.

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2025

	Note	2025 £000	2024 £000
Cash flows from operating activities			
Net cash used in operating activities	19	(96)	(570)
Cash flows from investing activities	20	616	(902)
		<hr/>	<hr/>
Change in cash and cash equivalents in the year		520	(1,472)
Cash and cash equivalents at the beginning of the year		3,470	4,942
Cash and cash equivalents at the end of the year	21, 22	<hr/> <hr/> 3,990	<hr/> <hr/> 3,470

The notes on pages 66 to 99 form part of these financial statements

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

1. General information

Emmaus 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 Company, 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 2024 to 2025 issued by DfE, the Charities Act 2011 and the Companies Act 2006.

Emmaus Catholic Multi Academy Company meets the definition of a public benefit entity under FRS 102. The figures in the financial statements are presented in round thousands (£'000).

2.2 Going concern

At the time of signing the accounts the directors have considered the going concern position, and consider that the Company will continue to operate for a period of at least 12 months from the date of signing these accounts. At the balance sheet date the Company held significant cash balances. The Company 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 Company 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 consider that the net current assets balance is a more accurate reflection of the financial health of the Company, which was recorded as £3,364,000 (2024: £2,549,000) at the period end. Revenue reserves are held above the Company's target level.

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.

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

2. Accounting policies (continued)

2.3 Income

All incoming resources are recognised when the Company 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 Company has provided the goods or services.

• **Transfer on conversion**

Where assets and liabilities are received by the Company on conversion to an academy, the transferred assets are measured at fair value and recognised in the balance sheet at the point when the risks and rewards of ownership pass to the Company. An equal amount of income is recognised as a transfer on conversion within 'Income from Donations and Capital Grants' to the net assets received.

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 Company's educational operations, including support costs and costs relating to the governance of the Company apportioned to charitable activities.

All resources expended are inclusive of irrecoverable VAT.

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

2. Accounting policies (continued)

2.5 Interest receivable

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

2.6 Taxation

The Company 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 Company 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:

Building improvements	- Over 50 years
Furniture and equipment	- Over 5 years
Computer equipment	- Over 3 years
Motor vehicles	- Over 5 years

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

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

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

2. Accounting policies (continued)

2.7 Tangible fixed assets (continued)

The Company occupies the land and buildings which are provided to it and owned by the Trustees for the Diocese of Birmingham (the Site Trustees). The Company occupies this land and buildings under the terms of a Supplemental Agreement between the Birmingham Diocesan Board of Education, the Site Trustees and the Company. This Supplemental Agreement, which amounts to a mere licence, provides the Company with the right to use the land and buildings for an indefinite period, subject to a 2-year termination notice period. Having considered the fact that the Company occupies the land and buildings by a mere licence, which transfers to the Company no rights or control over the sites save that of occupying it at the will of the Site Trustees under the terms of the relevant site trust, the Trustees have concluded that the value of the land and buildings occupied by the Company will not be recognised on the balance sheet.

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.

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 Company 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 Company only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the Company 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 15. 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 16. 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.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

2. Accounting policies (continued)

2.13 Pensions

Retirement benefits to employees of the Company 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 Company 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 Company 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.

Where the present value of the defined benefit obligations at the Balance Sheet date is less than the fair value of scheme assets at that date, the scheme has a surplus. The scheme surplus is recognised as a defined benefit plan asset by the Company only to the extent that the Company is able to recover the surplus either through reduced contributions in the future or through refunds from the scheme.

2.14 Agency arrangements

The Company acts as an agent in distributing 16-19 bursary funds from DfE. Payments received from DfE and subsequent disbursements to students are excluded from the statement of financial activities as the Company does not have control over the charitable application of the funds. The Company 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.

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

2. Accounting policies (continued)

2.15 Fund accounting

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of the Company 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.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

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 Company 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 2022 has been used by the actuary in valuing the pensions liability at 31 August 2025. 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.

To the extent there is a surplus in the Local Government Pension Scheme at the Balance Sheet date, there is significant judgment needed in assessing whether the surplus should be recognised as a pension asset or whether the surplus should be restricted to some level or in total. This assessment will need to consider whether the Company, as the employer, has an unconditional right to a refund of the surplus in the scheme and whether there is an economic accounting benefit available to the Company as a contribution reduction, which will also include assessing whether a minimum funding requirement for future service and / or past service exists in the scheme. The impact of these assessments on the extent to which the scheme surplus has been recognised as a pension asset at the Balance Sheet date are set out in note 25.

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

The Company occupies land and buildings held under Church Supplemental Agreements. Under Church Supplemental Agreements the Company is permitted occupancy of the premises with a notice period of two years, and no rental is payable under this arrangement. The Directors do not consider that the Company is able to exercise control over the property and therefore the property does not meet the definition of an asset of the Company and has not been recognised as a fixed asset in these financial statements. Accordingly, improvements to property held under Church Supplemental Agreements are capitalised in the year cost are incurred. The market value of the donated facilities has not been recognised in the financial statements as the Trustees consider that no reliable measure is available.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

3. Income from donations and capital grants

	Unrestricted funds 2025 £000	Restricted fixed asset funds 2025 £000	Total funds 2025 £000	Total funds 2024 £000
Donations				
Income on conversion from Local Authority	126	115	241	-
Donations	75	-	75	15
Capital Grants	-	989	989	669
Total 2025	<u>201</u>	<u>1,104</u>	<u>1,305</u>	<u>684</u>
Total 2024	<u>15</u>	<u>669</u>	<u>684</u>	

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

4. Funding for the Company's charitable activities

	Unrestricted funds 2025 £000	Restricted funds 2025 £000	Total funds 2025 £000	Total funds 2024 £000
Educational activities				
DfE grants				
General Annual Grant	-	20,851	20,851	15,312
Other DfE grants				
16 to 19 Core Education Funding	-	891	891	888
Pupil premium	-	1,044	1,044	774
Teachers' Pension grant	-	468	468	177
Core Schools Budget grant	-	737	737	-
Mainstream Addition grant	-	-	-	511
Other DfE grants	-	1,315	1,315	1,029
	-	25,306	25,306	18,691
Other Government grants				
Other government grants	-	77	77	39
SEN funding	-	1,346	1,346	727
	-	1,423	1,423	766
Other income from the Company's educational activities	491	926	1,417	963
Total 2025	491	27,655	28,146	20,420
Total 2024	351	20,069	20,420	

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

5. Income from other trading activities

	Unrestricted funds 2025 £000	Total funds 2025 £000	Total funds 2024 £000
Other income	365	365	425
Hire of facilities	106	106	74
Before and after school club	313	313	215
Total 2025	<u>784</u>	<u>784</u>	<u>714</u>
Total 2024	<u>714</u>	<u>714</u>	

6. Investment income

	Unrestricted funds 2025 £000	Total funds 2025 £000	Total funds 2024 £000
Investment income	<u>234</u>	<u>234</u>	<u>-</u>

7. Expenditure

	Staff Costs 2025 £000	Premises 2025 £000	Other 2025 £000	Total 2025 £000	Total 2024 £000
Educational activities:					
Direct costs	17,442	-	1,807	19,249	14,497
Allocated support costs	4,620	2,604	2,827	10,051	7,583
Total 2025	<u>22,062</u>	<u>2,604</u>	<u>4,634</u>	<u>29,300</u>	<u>22,080</u>
Total 2024	<u>16,111</u>	<u>2,056</u>	<u>3,913</u>	<u>22,080</u>	

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

8. Analysis of expenditure by activities

	Activities undertaken directly 2025 £000	Support costs 2025 £000	Total funds 2025 £000	Total funds 2024 £000
Educational activities	19,249	10,051	29,300	22,080
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total 2024	<u>14,497</u>	<u>7,583</u>	<u>22,080</u>	

Analysis of support costs

	Educational activities 2025 £000	Total funds 2025 £000	Total funds 2024 £000
Pension interest	37	37	104
Staff costs	4,620	4,620	3,184
Depreciation	747	747	539
Technology costs	829	829	490
Staff development	93	93	81
Recruitment and support	73	73	16
Maintenance of premises and equipment	542	542	441
Cleaning	650	650	435
Rent and rates	128	128	137
Energy costs	416	416	395
Insurance	121	121	108
Security and transport	7	7	11
Catering	869	869	614
Other support costs	669	669	809
Auditor's remuneration & other governance costs	47	47	49
Professional fees	203	203	170
	<u> </u>	<u> </u>	<u> </u>
Total 2025	<u>10,051</u>	<u>10,051</u>	<u>7,583</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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9. Net income/(expenditure)

Net income/(expenditure) for the year includes:

	2025 £000	2024 £000
Operating lease rentals	188	122
Depreciation of tangible fixed assets	747	539
Fees paid to auditor for:		
- audit	29	25
- other services	14	13
	<u> </u>	<u> </u>

10. Staff

a. Staff costs and employee benefits

Staff costs during the year were as follows:

	2025 £000	2024 £000
Wages and salaries	15,336	11,214
Social security costs	1,646	978
Pension costs	3,630	2,514
	<u> </u>	<u> </u>
	20,612	14,706
Agency staff costs	1,396	1,405
Staff restructuring costs	54	-
	<u> </u>	<u> </u>
	22,062	16,111
	<u> </u>	<u> </u>

	2025 £000	2024 £000
Redundancy payments	44	-
Severance payments	10	7
	<u> </u>	<u> </u>
	54	7
	<u> </u>	<u> </u>

b. Severance payments

The Company paid 3 severance payments in the year (2024 - 1), disclosed in the following bands:

	2025 No.	2024 No.
£0 - £25,000	3	1
	<u> </u>	<u> </u>

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

10. Staff (continued)

c. Special staff severance payments

Included in staff restructuring costs are non-statutory / non-contractual severance payments totalling £1,560 (2024: £7,000). Individually, the payments were: £1,000, and £560.

d. Staff numbers

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

	2025 No.	2024 No.
Teachers	192	176
Administration and support	289	207
Management	22	15
	<u>503</u>	<u>398</u>

e. Higher paid staff

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

	2025 No.	2024 No.
In the band £60,001 - £70,000	15	14
In the band £70,001 - £80,000	3	2
In the band £80,001 - £90,000	8	4
In the band £90,001 - £100,000	1	1
In the band £100,001 - £110,000	1	-
In the band £130,001 - £140,000	-	1
In the band £140,001 - £150,000	1	-
	<u>1</u>	<u>-</u>

f. Key management personnel

The key management personnel of the Company comprise the Directors and the senior management team as listed on the reference and administrative details page. 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 Company was £2,218,000 (2024 £1,538,000).

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

11. Central services

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

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

The Company 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 10% of annual GAG funding.

The actual amounts charged during the year were as follows:

	2025 £000	2024 £000
St Ambrose Catholic Primary School	103	93
Hagley Catholic High School	678	626
St Joseph's Catholic Primary School	96	93
St Mary's Catholic Primary School	109	101
Our Lady Fatima Catholic Primary School	106	100
St Wulstan's Catholic Primary School	77	77
St Francis Xavier Catholic Primary School	106	106
St Gregory's Catholic Primary School	269	117
Our Lady and St Hubert's Catholic Primary School	205	192
St Philip's Catholic Primary School	118	113
Total	1,867	1,618

During the year, the four new schools which joined the Trust were not subject to a Central Services charge, as they transferred with existing contracts for similar services. Going forward, a Central Services charge will be levied.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

12. Directors' remuneration and expenses

During the year, no Directors received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 August 2025, expenses totalling £203 were reimbursed or paid directly to 1 Director (2024 - £47 to 1 Director).

13. Directors' and Officers' insurance

The Company 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.

14. Tangible fixed assets

	Building improvements £000	Furniture and equipment £000	Computer equipment £000	Motor vehicles £000	Total £000
Cost or valuation					
At 1 September 2024	1,601	3,255	660	28	5,544
Additions	32	609	58	23	722
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 August 2025	1,633	3,864	718	51	6,266
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Depreciation					
At 1 September 2024	69	1,565	406	28	2,068
Charge for the year	65	565	112	5	747
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 August 2025	134	2,130	518	33	2,815
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Net book value					
At 31 August 2025	1,499	1,734	200	18	3,451
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 31 August 2024	1,532	1,690	254	-	3,476
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

EMMAUS CATHOLIC MULTI ACADEMY COMPANY
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

15. Debtors

	2025 £000	2024 £000
Trade debtors	46	29
Other debtors	937	953
Prepayments and accrued income	1,104	437
	<u>2,087</u>	<u>1,419</u>

16. Creditors: Amounts falling due within one year

	2025 £000	2024 £000
Pension payable	428	316
Trade creditors	910	697
Other taxation and social security	388	236
Other creditors	20	23
Accruals and deferred income	967	1,068
	<u>2,713</u>	<u>2,340</u>

	2025 £000	2024 £000
Deferred income at 1 September 2024	327	224
Resources deferred during the year	452	327
Amounts released from previous periods	(327)	(224)
	<u>452</u>	<u>327</u>

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 2026.

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

	Balance at 1 September 2024 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2025 £000
Unrestricted funds						
Designated funds						
Other capital projects	365	-	(13)	12	-	364
Merger and Growth projects	201	-	(101)	150	-	250
School Improvement Fund	181	-	(23)	126	-	284
Other curriculum projects	193	-	-	(193)	-	-
SEND	-	-	-	233	-	233
	<u>940</u>	<u>-</u>	<u>(137)</u>	<u>328</u>	<u>-</u>	<u>1,131</u>
General funds						
General Funds	<u>1,277</u>	<u>1,710</u>	<u>(1,329)</u>	<u>(431)</u>	<u>-</u>	<u>1,227</u>
Total Unrestricted funds	<u>2,217</u>	<u>1,710</u>	<u>(1,466)</u>	<u>(103)</u>	<u>-</u>	<u>2,358</u>

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

	Balance at 1 September 2024 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2025 £000
Restricted general funds						
General Annual Grant (GAG)	-	20,851	(20,662)	-	-	189
16 to 19 Core Education Funding	-	891	(891)	-	-	-
Pupil premium	-	1,044	(1,044)	-	-	-
Teachers' Pension grant	-	468	(468)	-	-	-
Teaching School	137	-	-	-	-	137
Core schools budget	-	737	(737)	-	-	-
Other DfE/ESFA grants	-	1,315	(1,315)	-	-	-
Local authority grants	-	2,349	(2,349)	-	-	-
Pension reserve	(1,537)	-	379	-	1,158	-
	<u>(1,400)</u>	<u>27,655</u>	<u>(27,087)</u>	<u>-</u>	<u>1,158</u>	<u>326</u>
Restricted fixed asset funds						
DfE/ESFA Capital Grants	3,643	836	(747)	283	-	4,015
Other capital grants	28	268	-	(180)	-	116
	<u>3,671</u>	<u>1,104</u>	<u>(747)</u>	<u>103</u>	<u>-</u>	<u>4,131</u>
Total Restricted funds	<u>2,271</u>	<u>28,759</u>	<u>(27,834)</u>	<u>103</u>	<u>1,158</u>	<u>4,457</u>
Total funds	<u><u>4,488</u></u>	<u><u>30,469</u></u>	<u><u>(29,300)</u></u>	<u><u>-</u></u>	<u><u>1,158</u></u>	<u><u>6,815</u></u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

17. 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 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 surplus / 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.

An additional £12,000 was designated in the year by the Directors to increase the Other capital projects fund, to support the future costs associated with planned developments across the MAC sites.

An additional £150,000 was designated in the year by the Directors to increase the Merger and Growth fund, including IT infrastructure, to support the future costs associated with planned developments.

An additional £126,000 was designated in the year by the Directors to increase the School Improvement Fund, to support the academies with any additional School Improvement needs.

£193,000 was undesignated in the year by the Directors to decrease the Other Curriculum projects and support the remaining designated funds.

£233,000 was designated in the year by the Directors for the purpose of supporting SEND projects.

£103,000 was transferred into restricted fixed asset funds to represent the funding of fixed asset additions from revenue reserves.

Under the funding agreement with the Secretary of State, the Company was not subject to a limit on the amount of GAG it could carry forward at 31 August 2025.

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

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

	Balance at 1 September 2023 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2024 £000
Unrestricted funds						
Designated funds						
Other capital projects	783	-	(537)	119	-	365
Merger and Growth projects	715	-	(521)	7	-	201
School Improvement Fund	141	-	(38)	78	-	181
Other curriculum projects	279	-	(162)	76	-	193
	<u>1,918</u>	<u>-</u>	<u>(1,258)</u>	<u>280</u>	<u>-</u>	<u>940</u>
General funds						
General Funds - all funds	<u>1,371</u>	<u>1,080</u>	<u>(364)</u>	<u>(810)</u>	<u>-</u>	<u>1,277</u>
Total Unrestricted funds	<u>3,289</u>	<u>1,080</u>	<u>(1,622)</u>	<u>(530)</u>	<u>-</u>	<u>2,217</u>

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17. Statement of funds (continued)

	Balance at 1 September 2023 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 August 2024 £000
Restricted general funds						
General Annual Grant (GAG)	219	15,312	(15,374)	(157)	-	-
16 to 19 Core Education Funding	-	888	(888)	-	-	-
Pupil premium	-	774	(774)	-	-	-
Teachers' Pension grant	-	264	(264)	-	-	-
Teaching School	137	-	-	-	-	137
Recovery Premium	-	99	(99)	-	-	-
National tutoring programme	-	26	(26)	-	-	-
Mainstream School Additional Grant	-	511	(511)	-	-	-
Other DfE/ESFA grants	-	818	(818)	-	-	-
Local authority grants	-	1,377	(1,377)	-	-	-
Pension reserve	(2,231)	-	212	-	482	(1,537)
	<u>(1,875)</u>	<u>20,069</u>	<u>(19,919)</u>	<u>(157)</u>	<u>482</u>	<u>(1,400)</u>
Restricted fixed asset funds						
DfE/ESFA Capital Grants	2,809	669	(522)	687	-	3,643
Other capital grants	45	-	(17)	-	-	28
	<u>2,854</u>	<u>669</u>	<u>(539)</u>	<u>687</u>	<u>-</u>	<u>3,671</u>
Total Restricted funds	<u>979</u>	<u>20,738</u>	<u>(20,458)</u>	<u>530</u>	<u>482</u>	<u>2,271</u>
Total funds	<u><u>4,268</u></u>	<u><u>21,818</u></u>	<u><u>(22,080)</u></u>	<u><u>-</u></u>	<u><u>482</u></u>	<u><u>4,488</u></u>

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

Total funds analysis by academy

Fund balances at 31 August 2025 were allocated as follows:

	2025 £000	2024 £000
Central services	2,684	2,354
Restricted fixed asset fund	4,131	3,671
Pension reserve	-	(1,537)
Total	6,815	4,488

In accordance with a board resolution passed during 2023/24, the Company now pools its reserves and there are therefore no reserves attributable to specific schools.

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17. 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 2025 £000	Total 2024 £000
Hagley Catholic High School	5,015	771	762	845	7,393	6,796
Our Lady of Fatima Catholic Primary School	777	211	83	252	1,323	1,251
St Ambrose Catholic Primary School	788	308	68	179	1,343	1,291
St Joseph's Catholic Primary School	774	98	87	214	1,173	1,156
St Mary's Catholic Primary School	756	202	76	219	1,253	1,365
St Wulstan's Catholic Primary School	539	201	73	130	943	889
St Philip's Catholic Primary School	914	376	73	256	1,619	1,531
St Francis Xavier Catholic Primary School	845	292	63	197	1,397	1,402
St Gregory's Catholic Primary School	908	259	80	219	1,466	1,613
Our Lady and St Hubert's Catholic Primary School	1,573	521	169	347	2,610	2,395
St George's Catholic Primary School	939	150	57	169	1,315	-
St Joseph's Droitwich Catholic Primary School	929	220	37	170	1,356	-

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17. Statement of funds (continued)

	Teaching and educational support staff costs £000	Other support staff costs £000	Educational supplies £000	Other costs excluding depreciation £000	Total 2025 £000	Total 2024 £000
St Joseph's Worcester Catholic Primary School	1,456	595	102	324	2,477	-
Our Lady Queen of Peace Catholic Primary School	792	128	61	161	1,142	-
Central services	383	757	69	911	2,120	2,069
Company	<u>17,388</u>	<u>5,089</u>	<u>1,860</u>	<u>4,593</u>	<u>28,930</u>	<u>21,758</u>

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £000	Restricted funds 2025 £000	Restricted fixed asset funds 2025 £000	Total funds 2025 £000
Tangible fixed assets	-	-	3,451	3,451
Current assets	2,358	3,039	680	6,077
Creditors due within one year	-	(2,713)	-	(2,713)
Total	<u>2,358</u>	<u>326</u>	<u>4,131</u>	<u>6,815</u>

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18. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £000	Restricted funds 2024 £000	Restricted fixed asset funds 2024 £000	Total funds 2024 £000
Tangible fixed assets	-	-	3,476	3,476
Current assets	2,217	2,477	195	4,889
Creditors due within one year	-	(2,340)	-	(2,340)
Provisions for liabilities and charges	-	(1,537)	-	(1,537)
Total	<u>2,217</u>	<u>(1,400)</u>	<u>3,671</u>	<u>4,488</u>

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

	2025 £000	2024 £000
Net income/(expenditure) for the year (as per statement of financial activities)	1,169	(262)
Adjustments for:		
Depreciation	747	539
Capital grants from DfE and other capital income	(1,104)	(669)
Interest receivable	(234)	-
Defined benefit pension scheme cost less contributions payable	(416)	(316)
Defined benefit pension scheme finance cost	37	104
Increase in debtors	(668)	(61)
Increase in creditors	373	95
Net cash used in operating activities	<u>(96)</u>	<u>(570)</u>

20. Cash flows from investing activities

	2025 £000	2024 £000
Interest receivable	234	-
Purchase of tangible fixed assets	(722)	(1,571)
Capital grants from DfE and other capital income	1,104	669
Net cash provided by/(used in) investing activities	<u>616</u>	<u>(902)</u>

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21. Analysis of cash and cash equivalents

	2025	2024
	£000	£000
Cash in hand and at bank	1,944	823
Notice deposits (less than 3 months)	2,046	2,647
Total cash and cash equivalents	3,990	3,470

22. Analysis of changes in net debt

	At 1		At 31
	September	Cash flows	August 2025
	2024	£000	£000
	£000		
Cash at bank and in hand	3,470	520	3,990
	3,470	520	3,990

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**NOTES TO THE FINANCIAL STATEMENTS
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23. Conversion to an academy trust

On 1 September 2024 St Joseph's Catholic Primary School (Droitwich) converted to academy trust status under the Academies Act 2010 and all the operations and assets and liabilities were transferred to Emmaus Catholic Multi Academy Company from Worcestershire County Council for £NIL consideration.

The transfer has been accounted for as a combination that is in substance a gift. The assets and liabilities transferred were valued at their fair value and recognised in the balance sheet under the appropriate heading with a corresponding net amount recognised as a net gain in the statement of financial activities as Income from Donations and Capital Grants - transfer from local authority on conversion.

The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the statement of financial activities.

	Unrestricted funds £000	Restricted fixed asset funds £000	Total funds £000
Current assets			
Cash - representing budget surplus on LA funds	4	6	10
	<hr/>	<hr/>	<hr/>
Net assets	4	6	10
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

On 1 September 2024 St Joseph's Catholic Primary School (Worcester) converted to academy trust status under the Academies Act 2010 and all the operations and assets and liabilities were transferred to Emmaus Catholic Multi Academy Company from Worcestershire County Council for £NIL consideration.

The transfer has been accounted for as a combination that is in substance a gift. The assets and liabilities transferred were valued at their fair value and recognised in the balance sheet under the appropriate heading with a corresponding net amount recognised as a net gain in the statement of financial activities as Income from Donations and Capital Grants - transfer from local authority on conversion.

The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the statement of financial activities.

	Unrestricted funds £000	Restricted fixed asset funds £000	Total funds £000
Current assets			
(Loan)/cash - representing budget (deficit)/surplus on LA funds	(19)	27	8
	<hr/>	<hr/>	<hr/>
Net (liabilities)/assets	(19)	27	8
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

23. Conversion to an academy trust (continued)

On 1 September 2024 St George's Catholic Primary School converted to academy trust status under the Academies Act 2010 and all the operations and assets and liabilities were transferred to Emmaus Catholic Multi Academy Company from Worcestershire County Council for £NIL consideration.

The transfer has been accounted for as a combination that is in substance a gift. The assets and liabilities transferred were valued at their fair value and recognised in the balance sheet under the appropriate heading with a corresponding net amount recognised as a net gain in the statement of financial activities as Income from Donations and Capital Grants - transfer from local authority on conversion.

The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the statement of financial activities.

	Unrestricted funds £000	Restricted fixed asset funds £000	Total funds £000
Current assets			
Cash - representing budget surplus on LA funds	51	31	82
	<hr/>	<hr/>	<hr/>
Net assets	51	31	82
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

On 1 September 2024 Our Lady Queen of Peace Catholic Primary School converted to academy trust status under the Academies Act 2010 and all the operations and assets and liabilities were transferred to Emmaus Catholic Multi Academy Company from Worcestershire County Council for £NIL consideration.

The transfer has been accounted for as a combination that is in substance a gift. The assets and liabilities transferred were valued at their fair value and recognised in the balance sheet under the appropriate heading with a corresponding net amount recognised as a net gain in the statement of financial activities as Income from Donations and Capital Grants - transfer from local authority on conversion.

The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the statement of financial activities.

	Unrestricted funds £000	Restricted fixed asset funds £000	Total funds £000
Current assets			
Cash - representing budget surplus on LA funds	90	51	141
	<hr/>	<hr/>	<hr/>
Net assets	90	51	141
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

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NOTES TO THE FINANCIAL STATEMENTS
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23. Conversion to an academy trust (continued)

All of the above Academies converted with an LGPS scheme fund balance that was in a surplus position, which was effectively restricted via an asset ceiling calculation at the point of conversion (refer to Pension note for further details).

All of the above Academies converted with their main school buildings and site being occupied under Church Supplemental Agreement, consequently, no amounts have been recorded on conversion in respect of land and buildings (refer to the Trust's tangible fixed asset policy and significant judgment for further information relating to its occupancy arrangements).

24. Capital commitments

	2025	2024
	£000	£000
Contracted for but not provided in these financial statements		
Acquisition of tangible fixed assets	144	276

25. Pension commitments

The Company'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 2020 and of the LGPS 31 March 2022.

Contributions amounting to £428,000 were payable to the schemes at 31 August 2025 (2024 - £316,000) 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.

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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 ensure scheme costs are recognised and managed appropriately and the review specifies 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 2020. The valuation report was published by the Department for Education on 27 October 2023, with the SCAPE rate, set by HMT, applying a notional investment return based on 1.7% above the rate of CPI. The key elements of the valuation outcome are:

- employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy) from 1 April 2024 (contribution rate to 31 March 2024 is 23.68% as set by the 31 March 2019 valuation).
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million

The result of this valuation will be implemented from 1 April 2024. The next valuation result is due to be implemented from 1 April 2027.

The employer's pension costs paid to TPS in the year amounted to £2,715,000 (2024 - £1,842,000).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website (<https://www.teacherspensions.co.uk/members/faqs/valuation.aspx>).

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The Company has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Company 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 2025 was £1,684,000 (2024 - £1,185,000), of which employer's contributions totalled £1,365,000 (2024 - £977,000) and employees' contributions totalled £ 319,000 (2024 - £208,000). The agreed contribution rates up to 31 March 2026 are 19.2 - 27.6 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 and on 21 July 2022, the Department for Education reaffirmed its commitment to the guarantee, with a parliamentary minute published on GOV.UK.

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

Principal actuarial assumptions

	2025 %	2024 %
Rate of increase in salaries	3.70 - 4.20	3.65 - 4.15
Rate of increase for pensions in payment/inflation	2.70	2.65
Discount rate for scheme liabilities	6.05	5.00

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

	2025 Years	2024 Years
Retiring today		
Males	18.4 - 21.5	18.2 - 21.2
Females	23.7 - 23.8	23.6 - 23.8
Retiring in 20 years		
Males	20.5 - 22.7	20.3 - 22.5
Females	24.5 - 25.5	24.4 - 25.4

Sensitivity analysis

	2025 £000	2024 £000
Discount rate +0.1%	(348)	(345)
Discount rate -0.1%	348	345
Mortality assumption - 1 year increase	652	621
Mortality assumption - 1 year decrease	(652)	(621)
CPI rate +0.1% (long term salary increase)	336	331
CPI rate - 0.1% (long term salary increase)	(336)	(331)

Share of scheme assets

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

	At 31 August 2025 £000	At 31 August 2024 £000
Equities	11,767	8,002
Corporate bonds	4,540	3,589
Property	2,836	1,711
Cash and other liquid assets	702	689
Total market value of assets	19,845	13,991

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25. Pension commitments (continued)

The actual return on scheme assets was £1,252,000 (2024 - £1,236,000).

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

	2025 £000	2024 £000
Current service cost	(949)	(661)
Interest income	894	647
Interest cost	(931)	(751)
Total amount recognised in the Statement of Financial Activities	(986)	(765)

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

	2025 £000	2024 £000
At 1 September	15,529	14,073
Conversion of academy trusts	2,621	-
Current service cost	949	661
Interest cost	931	751
Employee contributions	319	208
Actuarial (gains)/losses	(3,772)	107
Benefits paid	(281)	(271)
At 31 August	16,296	15,529

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

	2025 £000	2024 £000
At 1 September	13,992	11,842
Conversion of academy trusts	2,621	-
Interest income	894	647
Actuarial gains/(losses)	(2,614)	589
Employer contributions	1,365	977
Employee contributions	319	208
Benefits paid	(281)	(271)
At 31 August	16,296	13,992

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25. Pension commitments (continued)

Included within actuarial losses on scheme assets of £2,614,000 (2024: gains of £589,000) is an amount of £3,549,000 (2024: £Nil) in respect of the restriction on the surplus in the schemes at 31 August 2025 as determined by the asset ceiling calculation prepared by the scheme actuaries. The total value of the assets recorded under the "share of scheme assets" detailed above of £19,845,000 has not been decreased in respect of the asset ceiling restriction and represents the rolled forward fair value of the scheme assets at 31 August 2025. The total surplus in the schemes at 31 August 2025 that has been restricted is £3,549,000 (2024: £Nil).

26. Operating lease commitments

At 31 August 2025 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025 £000	2024 £000
Not later than 1 year	143	155
Later than 1 year and not later than 5 years	54	171
	<u>197</u>	<u>326</u>

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.

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28. Related party transactions

Owing to the nature of the Company 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 Academy Trust Handbook, including notifying the DfE of all transactions made on or after 1 April 2019 and obtaining their approval where required, and with the Company's financial regulations and normal procurement procedures relating to connected and related party transactions.

The Company paid £36,540 (2024: £28,062) to the Archdiocese of Birmingham (through the Diocesan Education Service, a wholly owned subsidiary of 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 Trust Handbook, relating to services to secure the Company religious character and ethos. Further amounts of £585 (2024: £Nil) were paid to the Archdiocese of Birmingham for rental costs on agreements inherited on conversion to Academy status. Following conversion of one of the schools, historic charges relating to capital project contributions and other recharges of £12,933 (2024: £Nil) were incurred by the Company. The Company charged the Archdiocese of Birmingham £600 (2024: £Nil) for school inspections.

The Company paid £650 (2024: £456) to CTG Carpentry Limited, a company controlled by close family members of Amanda Hodder, Chief Finance and Operations Officer for carpentry services. There were no amounts outstanding at the year-end (2024: £Nil).

The Company paid £1,731 (2024: £22,898) to Safety Net Fire Solutions Limited, a company controlled by close family members of Amanda Hodder, Chief Finance and Operations Officer for fire door services. There was no amounts outstanding at the year-end (2024: £286).

During the year the Company received donations totalling £216 (2024: £36) from its directors. These donations were free of conditions.

During the year the Company received income of £480 from other Catholic schools and academy trusts that are within the influence of the Archdiocese of Birmingham.

29. Agency arrangements

The Company distributes 16 - 19 bursary funds to students as an agent for the DfE. In the accounting period ending 31 August 2025 the Company received £23,395 (2024: £20,783) and disbursed £39,448 (2024: £11,212) from the fund. An amount of £17,416 (2024: £33,469) is included in other creditors relating to undistributed funds that is repayable to the DfE.